

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)
REPORT

EXECUTIVE SUMMARY

The US Army Corps of Engineers (USACE), Directorate of Military Programs (CEMP), conducted its fourth standard customer satisfaction survey of customers in the spring-summer of 1998. This report contains results and insights gained from analyzing feedback from about 700 Military Programs (MP) customers and displays results by question, by customer organizational level and by customer group. There were 30 questions divided into two sections: Section I had 11 general satisfaction questions and Section II had 19 MP-specific services and products questions. There were two customer organizational levels-Headquarters and Installation. The three customer groups were Army, Air Force and Other. Each of these three customer groups was then sub-divided into major commands.

This report presents aggregate USACE-wide statistics and does not identify any specific organization or customer. The information in this report is to be used to help organizations assess their own results in the context of aggregate USACE-wide customer feedback. Individual organizational information is provided separately to Districts and Divisions for their own internal analysis and assessments.

The questions listed in Section I (Overall Satisfaction) and their means for All Respondents are:

<u>Question</u>	<u>Mean Response</u>
Q.1 Seeks Your Requirements	4.09
Q.2 Manages Your Projects/Programs Effectively	3.91
Q.3 Treats You as an Important Member of the Team	4.23
Q.4 Resolves Your Concerns	3.93
Q.5 Provides Timely Services	3.69
Q.6 Delivers Quality Products and Services	3.93
Q.7 Delivers Products and Services at Reasonable Cost	3.43
Q.8 Displays Flexibility in Responding to Your Needs	3.99
Q.9 Keeps You Informed	3.95
Q.10 Would Be Your Choice for Future Projects/Services	3.86
Q.11 Your OVERALL Level of Customer Satisfaction	3.90

The results from the fourth USACE-wide CEMP customer satisfaction survey are very encouraging. Using a scale where 1 is Low and 5 is High, the average response for nearly 700 customers was 3.90 for Questions 1-10. This represents an increase of 0.11 over the 1997 value of 3.79. In 1996, the value was 3.65.

Ratings for the questions listed in Section II on specific services and products ranged from a mean high of 4.02 for *Project Management Services* to a mean low of 3.60 for *Funds Management and Cost Accounting*.

Appendix VI in this report contains narrative comments provided by customers. These comments are grouped by the three customer groups sub-divided into each customer group's major commands. The comments are verbatim from the survey forms except that all organizational or customer identification was removed. Customer comments were classified by issue and by whether they were positive, negative or neutral. Just over two-thirds of survey respondents provided comments (a pattern also present in 1996 and 1997). Of those providing comments, 37% were positive, 23% were negative, 36% were mixed (positive/negative) and 4% were neutral. These comments provide anecdotal support to the individual mean scores for each question.

USACE employees should use this feedback to improve customer service. The HQUSACE will use information from this report to identify frequently occurring or systemic problems and develop process changes to improve customer support.

Note: USACE does not publish scores by individual organizations. As an exception and at the request of Huntsville's commander, Appendix VII contains the average customer satisfaction survey scores by question for Huntsville's survey -- these data are not included in other parts of this report.

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1. Background

Background

On September 11, 1993, the President issued Executive Order 12862, *Setting Customer Service Standards*. Executive Order 12862 was issued to improve government performance. The standard of quality is set as "Customer service equal to the best in business." In conjunction with these requirements, the US Army Corps of Engineers, Directorate of Military Programs (CEMP), implemented a Customer Satisfaction Survey System. The objectives of the Customer Satisfaction Survey are to obtain an unfiltered, systemic view of customer satisfaction; to increase the focus of USACE satisfying the customer; and to fulfill a key component of the USACE Strategic Vision. The initial Customer Satisfaction Survey was conducted in mid-1995. In each of the succeeding years since 1995, the survey has been distributed. Appendix I contains a copy of the questionnaire that was distributed in 1998.

Customer Satisfaction Survey Process

Each year the Districts and Headquarters mail or hand out a standard questionnaire to their customers. Each individual office is responsible for developing customer lists to whom the questionnaire is sent. The HQUSACE surveys national and regional (MACOM/MAJCOM) customers; and the Districts survey installation (local) customers. The surveying offices insert the office name, address and telephone number where appropriate on the standard form prior to distribution. A personalized cover letter accompanies the questionnaire and customers are given approximately two weeks to complete and return the questionnaire.

Once the questionnaires are returned each District and HQUSACE processes and analyzes its own information. This allows each individual office to take corrective action should any problem surface on individual customer responses.

Copies of all completed questionnaires are forwarded to the Strategic Management & Innovations Division of the Deputy Chief of Staff, Resource Management (CERM-SP). The CERM-SP, in concert with CEMP, inputs the data, tabulates and analyzes results and prepares this National Summary Report on Customer Satisfaction in the Corps for Military Programs. This Report contains the average of all customer input from the Districts and a Corps-wide average. It also contains statistical data by customer group. (No individual District results are displayed in this Report.)

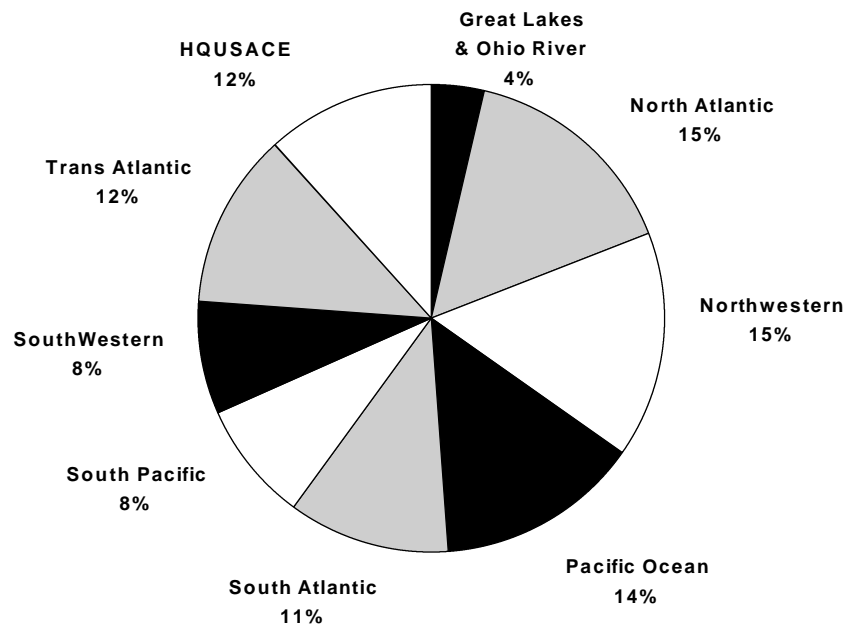
The CERM-SP sends each District a statistical tabulation of its own data. Each Division gets the data from its Districts and a roll-up score for the entire Division. The HQUSACE receives the data from its customers and the Division roll-up data from the installations. Each District and Division receives, in addition to its individual report, a copy of this Report. This information is used to increase customer satisfaction, to make any needed policy or process changes and to provide feedback to customers and partners.

2. Source of Responses

Overall, HQUSACE received 81 responses (from Headquarters and MACOM-level customers) and the Districts received 614 responses from installations, for a total response pool of 695. This represents a slight decrease from 1997, which had a total response pool of 726. The number of HQUSACE responses decreased from 119 in 1997 to 81 in 1998; while the number of installation responses rose from 607 in 1997 to 614 in 1998.

The 1998 Military Program responses were received from customers in 22 Districts representing eight Divisions and HQUSACE. **Figure 1** shows the relative distribution of responses received by HQUSACE and Divisions.

Figure 1. Distribution of All Responses



A detailed breakdown of responses by geographic region is shown in **Table 1**. The HQUSACE accounted for about 12% of all responses in 1998.

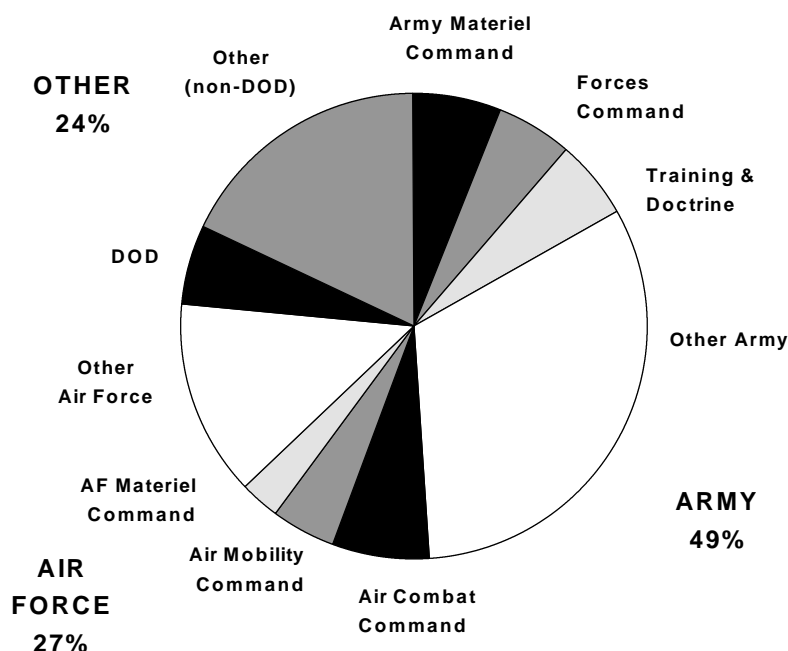
Table 1. Distribution of All Responses

<u>Organization</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
Great Lakes & Ohio River	17	35	57	25
North Atlantic	61	85	93	116
Northwestern	121	58	104	103
Pacific Ocean	47	56	79	95
South Atlantic	65	58	87	78
South Pacific	35	26	47	58
SouthWestern	52	32	55	54
TransAtlantic*	<u>13</u>	<u>19</u>	<u>85</u>	<u>85</u>
Total Installations	411	369	607	617
HQUSACE	<u>79</u>	<u>88</u>	<u>119</u>	<u>81</u>
All Respondents	490	457	726	695

*The Europe District is included in TransAtlantic for 1998.

Figure 2 shows the relative distribution of responses by customer group by MACOM.

Figure 2. Customer by MACOM



Response Rates

Table 2 shows response rates within customer group by organizational level for all respondents to the survey questionnaire. The overall response rate for 1998 is 55%. Overall response rates by customer group are: Army-60%, Air Force-56%, and Other-46%.

Table 2. Response Rates within Customer Group by Organizational Level

		<u>Headquarters</u>	<u>Installations</u>	<u>Total</u>
Army	Sent	60	506	566
	Returned	34	306	340
	Response Rate	57%	60%	60%
Air Force	Sent	30	310	340
	Returned	18	173	191
	Response Rate	60%	56%	56%
Other	Sent	93	261	354
	Returned	29	135	164
	Response Rate	31%	52%	46%
All Respondents	Sent	183	1,077	1,260
	Returned	81	614	695
	Response Rate	44%	57%	55%

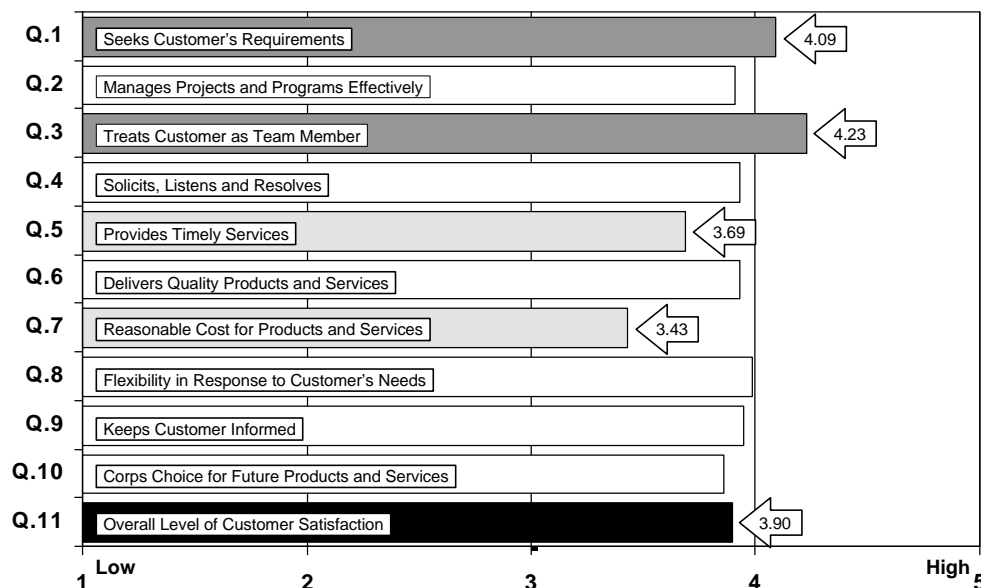
At the Installation level, response rates were good, ranging from 52% to 60%. At the Headquarters level, both Army and Air Force also fall within this range, while Other dropped to 31%. By customer group, Army increased from 55% in 1997 to 60% in 1998. The response rates for the two other customer groups both declined, with Air Force falling from 66% in 1997 to 56% in 1998 and Other dropping to 46% in 1998 from 58% in 1997. Individual District response rates ranged from 29% to 100%, with the majority being in the 50% to 60% response rate range.

3. Data from All Respondents

3.A. Questions 1-11

Figure 3 shows Corps-wide HQUSACE and District combined mean responses for Questions 1-11. The average for each of these questions placed above a “3”, which can be interpreted as an average or neutral score, thus indicating a positive level of overall satisfaction. The colors on **Figure 3** correlate to the *Lows* (light gray) and *Highs* (dark gray). Q.11-*Overall Level of Customer Satisfaction* is shown in black. (This color scheme will be used throughout the report.)

**Figure 3. Ratings of USACE by All Respondents - Questions 1-11
(n=695)**



The responses to Q.1-Q.10 are divided into three broad categories: those performing significantly above the mean (*Highs*); those performing significantly below the mean (*Lows*); and those falling in between (*Middles*). Only questions whose means exhibited a statistically significant difference relative to the means of other questions were classified into the *High* or *Low* groups. Statistical significance was defined as a confidence of 95% or better that the difference in the observed means could not be explained by random variation (*i.e.*, the difference in the observed means has significance).

Highs: Q.1-*Seeks Customer's Requirements* and Q.3-*Treats Customer as Team Member* scored highest with All Respondents, with means of 4.09 and 4.23, respectively. These *Highs* have a combined mean of 4.16.

Middles: Q.2-*Manages Projects and Programs Effectively*, Q.4-*Resolves Customer's Concerns*, Q.6-*Delivers Quality Products and Services*, Q.8-*Flexibility in Response to Customer's Needs*, Q.9-*Keeps Customer Informed*, and Q.10-*Corps Choice for Future Products and Services*, all fall into a middle group, thus not showing any statistically significant difference relative to more than 75% of the other questions at a confidence level of 95% or better. These *Middles* have a combined mean of 3.93.

Lows: All Respondents scored USACE lowest with Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products and Services*. The respective means for Q.5 and Q.7 are 3.69 and 3.43. These *Lows* have a combined mean of 3.57.

The difference between the highest score (Q.3-Treats Customer as Team Member) and the third highest score (Q.8-Flexibility in Response to Customer's Needs) is statistically significant at a confidence level of 99% or better. The difference between the second highest score (Q.1-Seeks Customer's Requirements) and Q.8 is statistically significant at a confidence level of 95% or better. The difference between the lowest score (Q.7-Reasonable Cost for Products and Services) and the third lowest score (Q.10-Corps Choice for Future Products & Services) is statistically significant at a confidence level of 99% or better as is the difference between the second lowest score (Q.5-Provides Timely Service) and Q.10.

As shown in **Table 3**, the Corps scored well in customer satisfaction. In general, the mean response for all questions rose. Question 11, *Overall Level of Customer Satisfaction*, scored 3.90. In 1998, the responses to Questions 1-10 ranged from a low of 3.43 to a high of 4.23. In 1997, the means ranged from 3.23 to 4.14; in 1996, they ranged from 3.12 to 3.98; and in 1995, the means ranged from 3.10 to 3.95.

Table 3. Ratings of USACE by All Respondents - Questions 1-11

Question	1995	1996	1997	1998	1995-98 Delta	1997-98 Delta
Q.1-Seeks Customer's Requirements	3.69	3.80	3.94	4.09	10.8%	3.8%
Q.2-Manages Projects/Programs Effectively	3.63	3.68	3.80	3.91	7.6%	2.8%
Q.3-Treats Customer as Team Member	3.95	3.98	4.14	4.23	7.1%	2.2%
Q.4-Resolves Customer's Concerns	3.70	3.73	3.85	3.93	6.3%	2.2%
Q.5-Provides Timely Service	3.40	3.48	3.61	3.69	8.6%	2.3%
Q.6-Delivers Quality Products & Services	3.66	3.64	3.85	3.93	7.3%	2.0%
Q.7-Reasonable Cost for Products & Services	3.10	3.12	3.23	3.43	10.6%	6.1%
Q.8-Flexibility in Response to Customer's Needs	3.60	3.72	3.89	3.99	10.8%	2.5%
Q.9-Keeps Customer Informed	3.61	3.73	3.80	3.95	9.5%	4.0%
Q.10-Corps Choice for Future Products/Services	3.56	3.62	3.76	3.86	8.6%	2.8%
Q.11-Overall Level of Customer Satisfaction	3.61	3.66	3.82	3.90	8.0%	2.1%
<i>Questions 1-10</i>	3.59	3.65	3.79	3.90	8.8%	3.0%
<i>Lows (Q.5 & Q.7)</i>	3.26	3.31	3.43	3.57	8.0%	4.0%
<i>Middles</i>	3.64	3.70	3.84	3.93	5.3%	2.3%
<i>Highs (Q.1 & Q.3)</i>	3.95	3.98	4.14	4.16	8.8%	0.5%

Q.11-Overall Level of Satisfaction, relates to the respondents' own overall level of satisfaction. The mean of 3.90 ties out well with the observed mean of 3.90 for Q.1-Q.10. Viewed statistically, Q.11 represents a generalization of the more specific issues raised in Q.1 through Q.10. Because combining Q.11 with Q.1 through Q.10 would tend to skew the results of this analysis, Q.11 is generally treated separately.

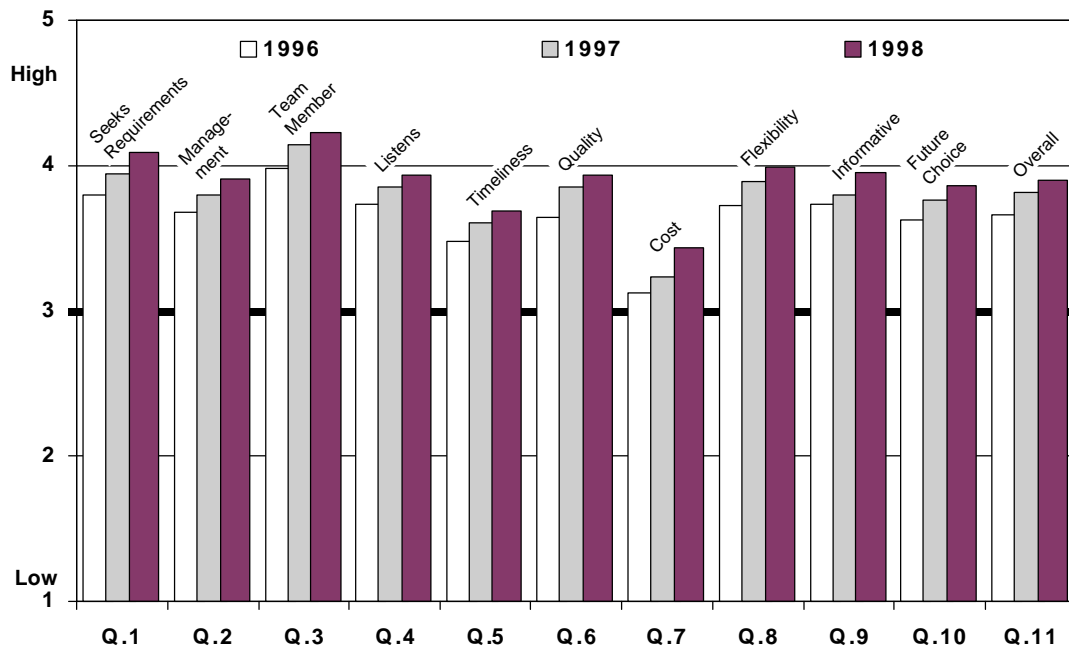
Table 4. Ranking of Mean Responses by All Respondents - Questions 1-10

Question	1998		1995	1996	1997	1998
	Mean	Count	Rank	Rank	Rank	Rank
Q.1-Seeks Customer's Requirements	4.09	670	3	2	2	2
Q.2-Manages Projects Effectively	3.91	665	5	6	6	7
Q.3-Treats Customer as Team Member	4.23	683	1	1	1	1
Q.4-Resolves Customer's Concerns	3.93	683	2	3	4	5
Q.5-Provides Timely Service	3.69	683	9	9	9	9
Q.6-Delivers Quality Products & Services	3.93	676	4	7	5	6
Q.7-Reasonable Cost for Products/Services	3.43	630	10	10	10	10
Q.8-Flexibility in Response to Customer	3.99	681	7	5	3	3
Q.9-Keeps Customer Informed	3.95	685	6	4	7	4
Q.10-Choice for Future Products/Services	3.86	665	8	8	8	8

Table 4 shows the relative ranking of Q.1-Q.10 from *highest to lowest* mean for each question within this group. *Rank* is provided simply as a means to quickly identify those areas that are performed well and those not so well. *Rank=1* is the highest while *Rank=10* is the lowest. The *Ranks* for 1995-1997 are shown for comparative purposes. *Count* is the number of responses received for each question. Corps customers ranked Q.3-*Treats Customer as Team Member* first in all four years and Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products/Services* ninth and tenth, respectively, in all four years.

Figure 4 compares the observed means for 1998 responses to the observed means for 1996 and 1997 responses for Q.11-Q.11 for All Respondents.

Figure 4. Ratings of USACE by All Respondents: Three Year Comparison

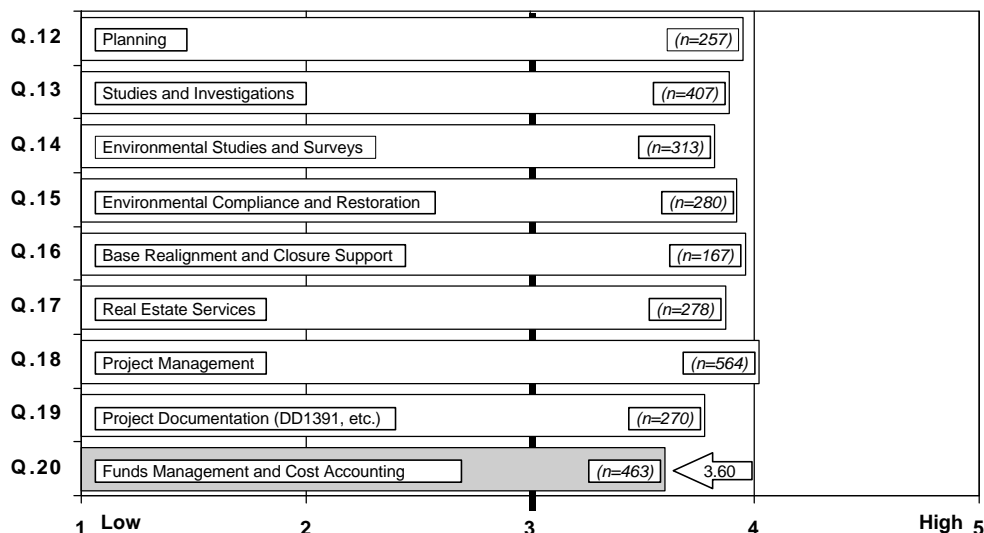


In all instances, the means in 1998 exceed the means in 1997 and 1996. For four of the questions, the observed means in 1998 are statistically significantly different from the observed means in 1997 at a confidence level of 95% or better. These questions are Q.1-*Seeks Customer's Requirements* (an increase of 3.7%), Q.2-*Manages Projects/Programs Effectively* (+2.8%), Q.7-*Reasonable Cost for Products and Services* (+6.2%), and Q.9-*Keeps Customer Informed* (+4.1%).

3.B. Questions 12-30

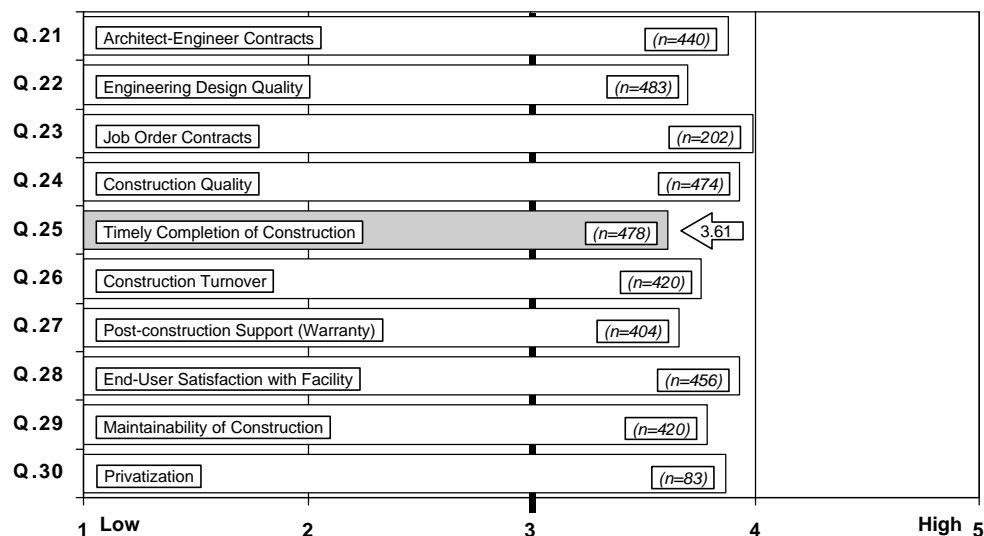
Figure 5 and Figure 6 show Corps-wide mean responses for Questions 12-30. The sample size (*n*) is shown in the box at the end of the bar. Only those questions which are significantly different from more than 75% of the means for Q.12 through Q.30 are colored in light gray (*Lows*).

Figure 5. Ratings of USACE by All Respondents - Questions 12-20



The highest score within the Q.12-Q.20 grouping is Q.18-*Project Management*, with a mean of 4.02. The lowest score within this grouping is Q.20-*Funds Management and Cost Accounting* (3.60). It is the only question in this grouping that is statistically significantly different from Q.11-*Overall Level of Customer Satisfaction* (at a confidence level of 99% or better). As shown by its red coloring, Q.20 is also statistically significantly different from more than 75% of the means for Q.12 through Q.30. This was the same pattern as in 1996 and 1997.

Figure 6. Ratings of USACE by All Respondents - Questions 21-30



Q.25-*Timely Completion of Construction* has the lowest mean in the Q.21-Q.30 grouping. Q.25 is statistically significantly different from Q.11 at a confidence level of 95% or better. It is also statistically significantly different from more than 75% of the means for Q.12 through Q.30. The highest mean score is Q.23-*Job Order Contracts*; however, it is not statistically significantly different from Q.11.

Table 5 shows the number of responses of these questions varied considerably. Q.12-Q.30 represent specific services performed by the Corps of Engineers. Not all respondents make use of all of these services. In the table *Rank* is the relative ranking of Q.12-Q.30 from *highest to lowest* mean for each question within this particular group. *Rank* is provided simply as a means to quickly identify those services that are performed well and those not so well. *Rank=1* is the highest while *Rank=19* is the lowest. The Ranks for 1995-1997 are shown for comparative purposes. *Count* is the number of responses received for each question.

Table 5. Ranking of Mean Responses by All Respondents - Questions 12-30

<u>Question</u>	<u>1998</u>		<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
	<u>Mean</u>	<u>Count</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>
Q.12-Planning	3.95	257	9	7	6	4
Q.13-Studies & Investigations	3.89	407	3	3	5	8
Q.14-Environmental Studies	3.82	313	8	5	4	12
Q.15-Environmental Compliance	3.92	280	10	12	8	7
Q.16-BRAC	3.96	167	1	2	1	3
Q.17-Real Estate Services	3.87	278	5	6	9	10
Q.18-Project Management	4.02	564	2	4	3	1
Q.19-Project Documentation	3.78	270	13	8	12	14
Q.20-Funds Management	3.60	463	18	18	16	19
Q.21-A-E Contracts	3.88	440	12	10	7	9
Q.22-Engineering Design Quality	3.70	483	15	15	14	16
Q.23-Job Order Contracts	3.99	202	7	1	2	2
Q.24-Construction Quality	3.93	474	4	9	11	5
Q.25-Timely Construction	3.61	478	16	16	17	18
Q.26-Construction Turnover	3.76	420	11	14	15	15
Q.27 Post-construction Support	3.66	404	17	17	18	17
Q.28-End-User Satisfaction	3.93	456	6	11	10	6
Q.29-Maintainability	3.79	420	14	13	13	13
Q.30-Privatization *	3.87	83	-	-	-	11

* New question in 1998.

In comparing the responses for Q.12-Q.30 with the overall level of satisfaction (3.90), seven were higher and 12 were lower. The two highest scores within this grouping are Q.18-*Project Management* and Q.23-*JOCs*. In 1996 and 1997, the two highest scores were Q.16-*BRAC* (in 1998, Q.16 was third highest) and Q.23. The two highest scores in 1995 were Q.16-*BRAC* and Q.18-*Project Management*.

The three lowest mean scores within the Q.12-Q.30 grouping are Q.20-*Funds Management and Cost Accounting*, Q.25-*Timely Completion of Construction* and Q.27-*Post-construction Support (Warranty)*. These three questions were also ranked lowest in 1995, 1996 and 1997.

In looking at Q.12-Q.30, all but two of the means exceeded the scores for the year before, thus continuing the trend seen in prior years of increased customer satisfaction. The two exceptions are Q.14-*Environmental Studies* (a decrease of 0.3%) and Q.16-*BRAC* (a decrease of 0.2%). Six of the questions in this grouping showed an increase from 1997 to 1998 that is statistically significant at a confidence level of 95% or better. These questions are Q.18-*Project Management* (an increase of 3.7%), Q.24-*Construction Quality* (+3.6%), Q.25-*Timely Completion of Construction* (+3.9%), Q.26-*Construction Turnover*, (+4.3%), Q.27-*Post-construction Support (Warranty)* (+7.0%) and Q.28-*End-User Satisfaction with Facility* (+3.0%). Although Q.25 and Q.27 continue to rank among the three lowest mean scores, both show significant progress towards a more positive score.

4. Data from All Respondents by Customer Group

4.A. Questions 1-11

Figure 7 shows Corps-wide mean responses by Customer Group for Questions 1-11. Customer groups are defined as Army, Air Force and Other. In all but two cases, the highest mean scores were given by Other customers. These two exceptions are Q.1-*Seeks Customer's Requirements* and Q.3-*Treats Customer as Team Member*. (For Q.4-*Resolves Customer's Concerns* and Q.9-*Keeps Customer Informed*, both Other and Air Force gave the same mean score.) In all cases, the Army scored the Corps the lowest.

**Figure 7. Satisfaction by Customer Level by Customer Group
All Respondents — Questions 1-11**

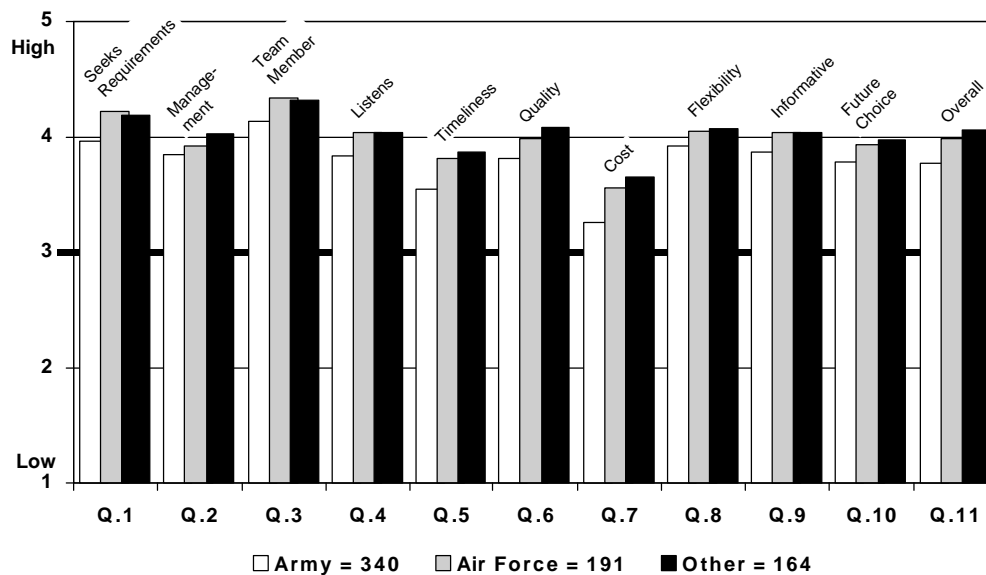


Table 6 shows the ranking of mean responses for Q.1-Q.10 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

Table 6.

**Table 6. Ranking of Mean Responses by Customer Group
All Respondents, Questions 1-10**

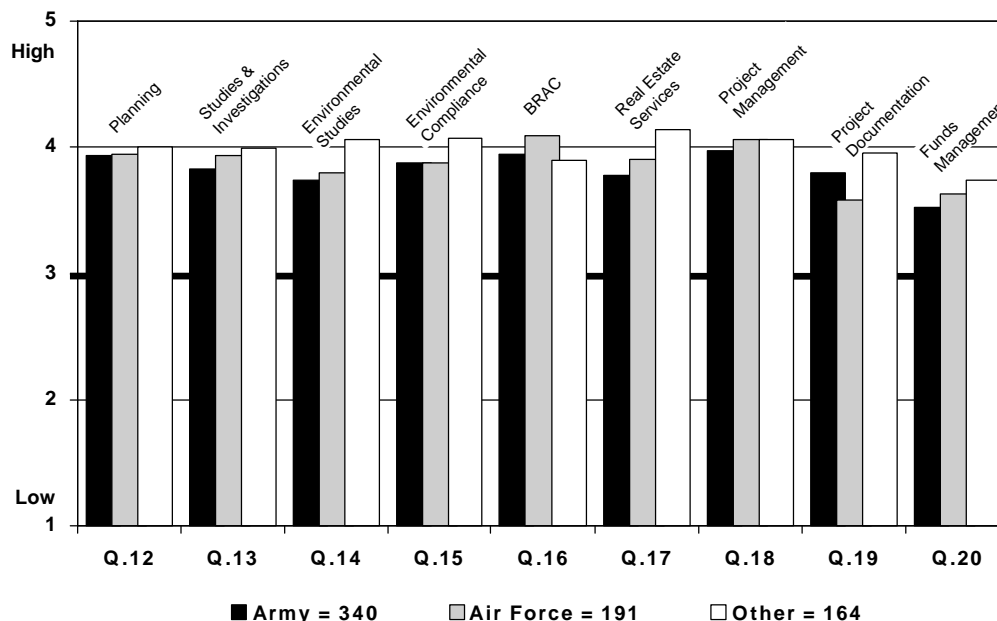
	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>Question</u>
<i>Highest Mean</i> <i>to</i>	Q.3	Q.3	Q.3	Q.1-Seeks Requirements
	Q.1	Q.1	Q.1	Q.2-Manages Effectively
	Q.8	Q.8	Q.6	Q.3-Team Member
	Q.9	Q.4	Q.8	Q.4-Listens
	Q.2	Q.9	Q.4	Q.5-Timeliness
	Q.4	Q.6	Q.9	Q.6-Quality
	Q.6	Q.10	Q.2	Q.7-Cost
	Q.10	Q.2	Q.10	Q.8-Flexibility
	Q.5	Q.5	Q.5	Q.9-Keeps Informed
	Q.7	Q.7	Q.7	Q.10-Future Choice
<i>Lowest Mean</i>				

For all three Customer Groups, the lowest ranked question is Q.7-*Reasonable Cost for Products and Services* and the second lowest ranked question is Q.5-*Provides Timely Service*. On the high side of the rankings, Q.3-*Treats Customer as Team Member* received all three high rankings. The same pattern was seen in 1995, 1996 and 1997.

4.B. Questions 12-30

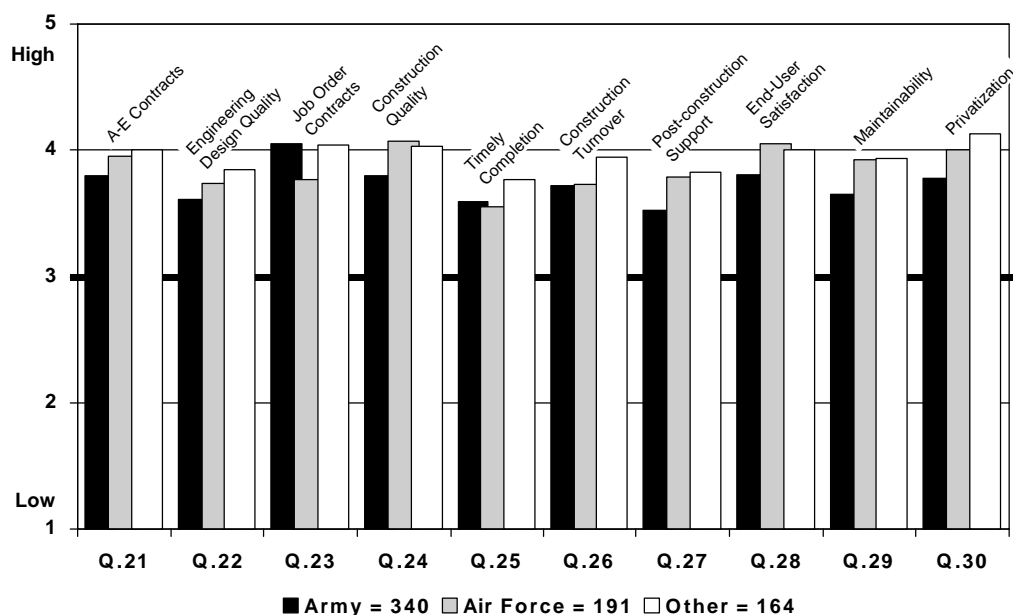
Figures 8 and 9 show a comparison of mean responses by Customer Group.

Figure 8. Satisfaction by Customer Level by Customer Group
All Respondents — Questions 12-20



In all but two cases, Other rated the Corps highest. The two exceptions are Q.16-*BRAC* and Q.18-*Project Management* (Other and Air Force gave the same score). Army scored the Corps lowest in all but two cases. Army tied with Air Force on Q.15-*Environmental Compliance and Restoration*. Air Force scored the Corps lowest on Q.19-*Project Documentation*.

Figure 9. Satisfaction by Customer Level by Customer Group
All Respondents — Questions 21-30



The average scores for Other were highest for all but three questions. For Q.24-*Construction Quality* and Q.28-*End-user Satisfaction with Facility*, Air Force scored the Corps highest. For Q.23-*Job Order Contracts*, Army gave the highest score. For all but two questions, Army placed the Corps lowest. One exception is Q.23-*Job Order Contracts*; the other is Q.25-*Timely Completion of Construction*.

Table 7 shows the ranking of mean responses for Q.12-Q.30 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

Table 7. Ranking of Mean Responses by Customer Group
All Respondents, Question 12-30

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>Question</u>
<i>Highest</i>	Q.23	Q.16	Q.17	Q.12-Planning
<i>Mean</i>	Q.18	Q.24	Q.30	Q.13-Studies & Investigations
	Q.16	Q.18	Q.15	Q.14-Environmental Studies
	Q.12	Q.28	Q.14	Q.15-Environmental Compliance
	Q.15	Q.30	Q.18	Q.16-BRAC
	Q.13	Q.21	Q.23	Q.17-Real Estate Services
	Q.28	Q.12	Q.24	Q.18-Project Management
	Q.19	Q.13	Q.12	Q.19-Project Documentation
<i>to</i>	Q.21	Q.29	Q.21	Q.20 -Funds Management
	Q.24	Q.17	Q.28	Q.21-A-E Contracts
	Q.17	Q.15	Q.13	Q.22-Engineering Design Quality
	Q.30	Q.14	Q.19	Q.23-Job Order Contracts
	Q.14	Q.27	Q.26	Q.24-Construction Quality
	Q.26	Q.23	Q.29	Q.25-Timely Completion
	Q.29	Q.22	Q.16	Q.26-Construction Turnover
	Q.22	Q.26	Q.22	Q.27-Post-construction Support
	Q.25	Q.20	Q.27	Q.28-End-User Satisfaction
<i>Lowest</i>	Q.20	Q.19	Q.25	Q.29-Maintainability
<i>Mean</i>	Q.27	Q.25	Q.20	Q.30-Privatization

4.C. Customer Satisfaction-All Respondents by MACOM

Tables 8-10 show the mean responses for Question 1 through Question 11 by major command within each major Customer Group. Appendix III shows the data from all respondents by major command.

Table 8. Army Customers – Average Scores by MACOM (All Respondents)

	<u>Army Materiel Command</u>	<u>Forces Command</u>	<u>Training & Doctrine</u>	<u>Other</u>	<u>Total Army</u>
Q.1-Seeks Customer's Requirements	3.88	4.33	4.08	3.89	3.96
Q.2-Manages Projects/Programs Effectively	3.73	4.19	4.15	3.75	3.84
Q.3-Treats Customer as Team Member	4.24	4.46	4.41	4.00	4.13
Q.4-Resolves Customer's Concerns	3.68	4.24	4.01	3.75	3.83
Q.5-Provides Timely Service	3.54	3.89	3.84	3.44	3.55
Q.6-Delivers Quality Products & Services	3.66	4.16	4.00	3.76	3.82
Q.7-Reasonable Cost for Products/Services	3.29	3.42	3.35	3.22	3.26
Q.8-Flexibility in Response to Customer	3.93	4.32	4.14	3.81	3.92
Q.9-Keeps Customer Informed	3.98	4.19	4.11	3.75	3.87
Q.10-Choice for Future Products & Services	3.68	4.17	4.11	3.67	3.78
Q.11-Overall Level of Customer Satisfaction	3.71	4.18	3.96	3.69	3.77

For Army, FORSCOM provided the highest ratings and TRADOC gave the second highest ratings.

Table 9. Air Force Customers – Average Scores by MACOM (All Respondents)

	<u>Air Combat Command</u>	<u>Air Mobility Command</u>	<u>AF Materiel Command</u>	<u>Other</u>	<u>Total Air Force</u>
Q.1-Seeks Customer's Requirements	4.30	4.40	4.23	4.14	4.22
Q.2-Manages Projects/Programs Effectively	3.88	4.10	3.69	3.97	3.92
Q.3-Treats Customer as Team Member	4.39	4.40	4.30	4.31	4.34
Q.4-Resolves Customer's Concerns	4.06	4.15	3.90	4.04	4.04
Q.5-Provides Timely Service	3.94	3.95	3.53	3.80	3.81
Q.6-Delivers Quality Products & Services	4.01	4.10	4.03	3.92	3.98
Q.7-Reasonable Cost for Products/Services	3.58	3.65	3.48	3.55	3.56
Q.8-Flexibility in Response to Customer	4.26	4.25	3.87	3.96	4.05
Q.9-Keeps Customer Informed	4.00	4.15	3.83	4.10	4.04
Q.10-Choice for Future Products & Services	4.02	4.15	3.93	3.84	3.83
Q.11-Overall Level of Customer Satisfaction	4.08	4.08	3.87	3.96	3.98

For all but two questions, Air Mobility Command provided the highest ratings. These two exceptions are Q.8-*Flexibility in Response to Customer's Needs* and Q.11-*Overall Level of Satisfaction*.

Table 10. Other Customers – Average Scores by MACOM (All Respondents)

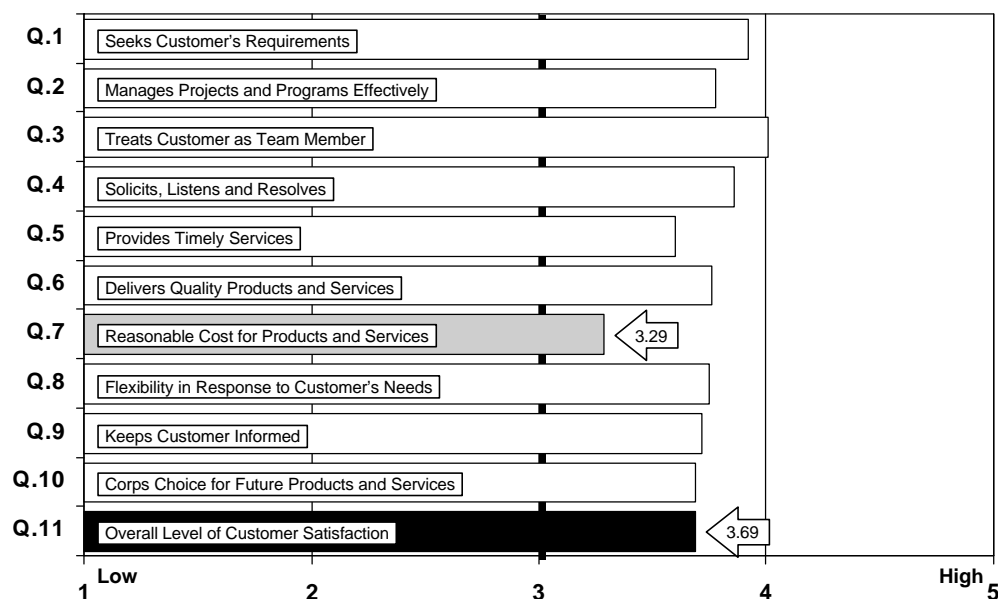
	<u>DoD</u>	<u>Non-DoD</u>	<u>Total Other</u>
Q.1-Seeks Customer's Requirements	4.32	4.15	4.19
Q.2-Manages Projects/Programs Effectively	4.26	3.95	4.03
Q.3-Treats Customer as Team Member	4.59	4.23	4.32
Q.4-Resolves Customer's Concerns	4.10	4.02	4.04
Q.5-Provides Timely Service	4.10	3.79	3.87
Q.6-Delivers Quality Products & Services	4.26	4.02	4.08
Q.7-Reasonable Cost for Products & Services	3.87	3.60	3.65
Q.8-Flexibility in Response to Customer's Needs	4.28	4.00	4.07
Q.9-Keeps Customer Informed	4.33	3.94	4.04
Q.10-Choice for Future Products & Services	4.10	3.93	3.97
Q.11-Overall Level of Customer Satisfaction	4.23	4.00	4.06

5. Data from Headquarters Respondents

5.A. Questions 1-11

Figure 10 shows Headquarters mean customer responses for Questions 1-11. The average for each of these questions placed above a “3”. The colors on **Figure 10** correlate to the *Lows* (light gray) and *Highs* (dark gray), as defined on Figure 3 on page 4. Note that for the Headquarters customer responses, there was no *High* identified; therefore Q.3-*Treats Customer as Team Member* is not colored dark gray because it is not significantly different from any of the *Middle* response group.

**Figure 10. Ratings of USACE by Headquarters Respondents
Questions 1-11 (n = 81)**



The difference between the highest score (Q.3-*Treats Customer as Team Member*) and the second highest score (Q.1-*Seeks Customer's Requirements*) is not statistically significantly different. In fact, the highest score, Q.3, is only statistically significantly different from Q.7, the lowest mean score. The difference between the lowest score (Q.7-*Reasonable Cost for Products and Services*) and the second lowest score (Q.5-*Provides Timely Service*) is statistically significant at a confidence level of 99% or better.

As shown in **Table 11**, in general, Headquarters customers rated USACE well in customer satisfaction. Question 11-*Overall Level of Satisfaction*, scored 3.69. In 1998, the responses to Questions 1-10 ranged from a low of 3.29 to a high of 4.01. In 1997, the range was 3.23 to 4.06, and in 1996, the range was from 2.84 to 3.85

Table 11. Ratings of USACE by Headquarters Respondents - Questions 1-11

<u>Question</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1995-98 Delta</u>	<u>1997-98 Delta</u>
Q.1-Seeks Customer's Requirements	3.71	3.66	3.85	3.92	5.7%	1.8%
Q.2-Manages Projects/Programs Effectively	3.65	3.53	3.63	3.78	3.6%	4.2%
Q.3-Treats Customer as Team Member	4.01	3.85	4.06	4.01	0.1%	-1.1%
Q.4-Resolves Customer's Concerns	3.70	3.51	3.82	3.86	4.2%	0.8%
Q.5-Provides Timely Service	3.45	3.39	3.50	3.60	4.3%	2.8%
Q.6-Delivers Quality Products & Services	3.77	3.48	3.83	3.76	-0.4%	-1.9%
Q.7-Reasonable Cost for Products & Services	3.10	2.84	3.23	3.29	6.1%	1.7%
Q.8-Flexibility in Response to Customer's Needs	3.60	3.42	3.66	3.75	4.2%	2.6%
Q.9-Keeps Customer Informed	3.61	3.36	3.65	3.72	3.0%	1.9%
Q.10-Corps Choice for Future Products/Services	3.52	3.44	3.58	3.69	4.8%	2.9%
Q.11-Overall Level of Customer Satisfaction	3.62	3.45	3.70	3.69	2.0%	-0.1%
<i>Questions 1-10</i>	<i>3.61</i>	<i>3.45</i>	<i>3.68</i>	<i>3.74</i>	<i>3.6%</i>	<i>1.5%</i>
<i>Lows (Q.7 only)</i>	<i>3.10</i>	<i>2.84</i>	<i>3.23</i>	<i>3.29</i>	<i>6.1%</i>	<i>1.7%</i>
<i>Middles</i>	<i>3.63</i>	<i>3.47</i>	<i>3.69</i>	<i>3.76</i>	<i>3.5%</i>	<i>1.8%</i>
<i>Highs (Q.3)</i>	<i>4.01</i>	<i>3.85</i>	<i>4.06</i>	<i>4.01</i>	<i>0.0%</i>	<i>-1.1%</i>

Q.11-*Overall Level of Satisfaction* is the overall measure of customer satisfaction. The mean of 3.69 is consistent with the scores received for the other questions.

In three instances, the means in 1998 did not exceed the means in 1997, but did exceed the means in 1996. Headquarters mean responses for Q.3-*Treats Customer as Team Member* (-1.1%), Q.6-*Delivers Quality Products and Services* (-1.9%) and Q.11-*Overall Level of Satisfaction* (-0.1%), were lower in 1998 than in 1997. None of these differences are significantly different. It should be remembered that the response pool in 1998 is one-third smaller than the response pool in 1997.

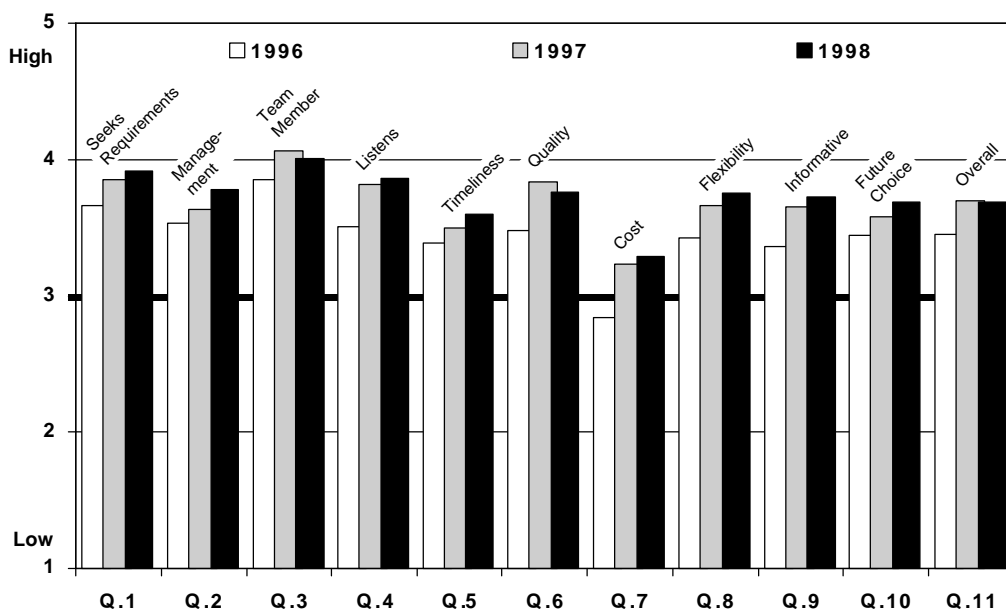
Table 12. Ranking of Mean Responses by Headquarters Respondents - Questions 1-10

<u>Question</u>	<u>1998</u>		<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
	<u>Mean</u>	<u>Count</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>
Q.1-Seeks Customer's Requirements	3.92	76	3	2	2	2
Q.2-Manages Projects Effectively	3.78	73	5	3	7	4
Q.3-Treats Customer as Team Member	4.01	78	1	1	1	1
Q.4-Resolves Customer's Concerns	3.86	76	4	4	4	3
Q.5-Provides Timely Service	3.60	77	9	8	9	9
Q.6-Delivers Quality Products & Services	3.76	78	2	5	3	5
Q.7-Reasonable Cost for Products/Services	3.29	73	10	10	10	10
Q.8-Flexibility in Response to Customer	3.75	76	7	7	5	6
Q.9-Keeps Customer Informed	3.72	78	6	9	6	7
Q.10-Choice for Future Products/Services	3.69	77	8	6	8	8

Table 12 shows the relative ranking of Q.1-Q.10 from *highest to lowest* mean for each question within this group. *Rank* is provided simply as a means to quickly identify those areas that are performed well and those not so well. *Rank=1* is the highest while *Rank=10* is the lowest. The *Ranks* for 1995-1997 are shown for comparative purposes. *Count* is the number of responses received for each question. Corps customers ranked Q.3-*Treats Customer as Team Member* first in all four years and Q.7-*Reasonable Cost for Products/Services* tenth in all four years.

Figure 11 shows the observed means for three years for Q.11-Q.11 for Headquarters respondents.

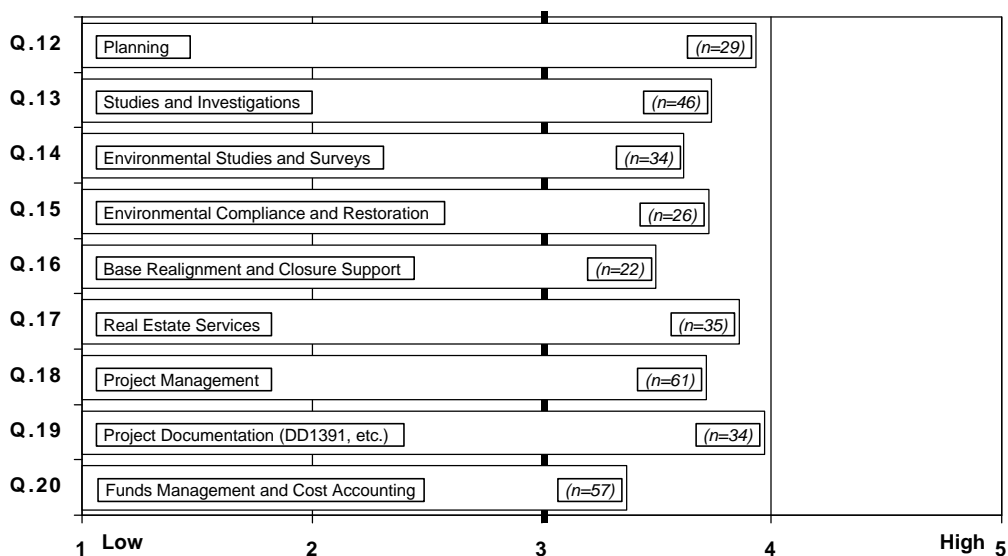
Figure 11. Ratings of USACE by Headquarters Respondents: Three Year Comparison



5.B. Questions 12-30

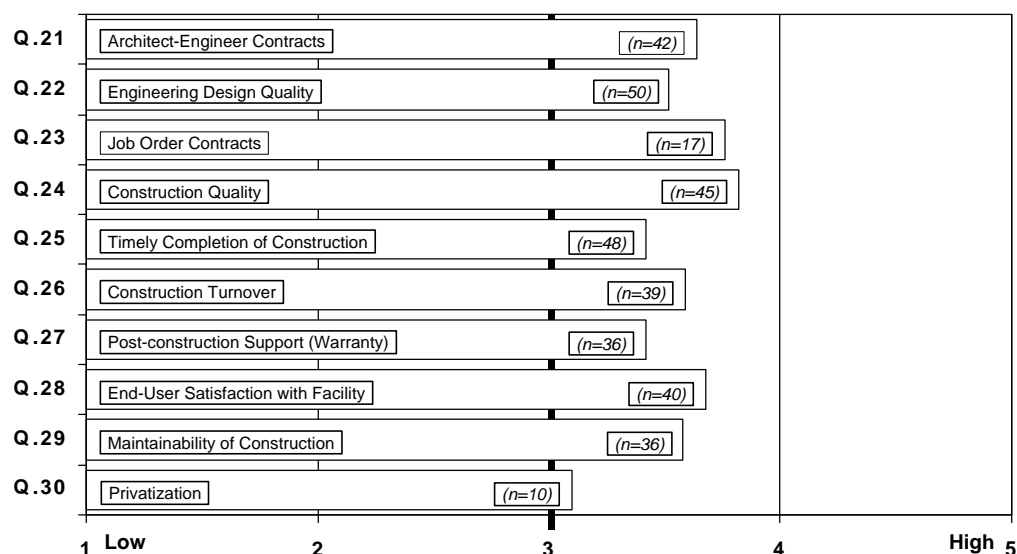
Figure 12 and Figure 13 show Headquarters mean responses for Questions 12-30. The average for each of these questions placed above a “3”. The sample size (*n*) is show in the box at the end of the bar.

Figure 12. Ratings of USACE by Headquarters Respondents - Questions 12-20



The highest score within this grouping is Q.19-*Project Documentation*, with a mean of 3.97. The lowest score within this grouping is Q.20-*Funds Management and Cost Accounting* (3.60). None of the questions in this grouping are statistically significantly different from Q.11-*Overall Level of Customer Satisfaction*.

Figure 13. Ratings of USACE by Headquarters Respondents - Questions 21-30



The highest score within the Q.21-Q.30 grouping is Q.24-*Construction Quality*. The two lowest are Q.25-*Timely Completion of Construction* and Q.27-*Post-construction Support (Warranty)*. None of the means scores in this grouping are statistically significantly different from Q.11-*Overall Level of Customer Satisfaction*.

Table 13 shows the rank order of customer responses for four years. The number of responses (*Count*) for each of these questions varied considerably, from a low of 10 to a high of 61. In the table *Rank* is the relative ranking of Q.12-Q.30 from *highest to lowest* mean for each question within this particular group. *Rank=1* is the highest while *Rank=19* is the lowest.

Table 13. Ranking of Mean Responses by Headquarters Respondents - Questions 12-30

<u>Question</u>	1998		1995	1996	1997	1998
	<u>Mean</u>	<u>Count</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>
Q.12-Planning	3.93	29	16	8	3	2
Q.13-Studies & Investigations	3.74	46	11	6	5	6
Q.14-Environmental Studies	3.62	34	15	1	8	11
Q.15-Environmental Compliance	3.73	26	5	3	6	7
Q.16-BRAC	3.50	22	7	9	1	15
Q.17-Real Estate Services	3.86	35	1	4	4	3
Q.18-Project Management	3.72	61	8	7	12	8
Q.19-Project Documentation	3.97	34	12	14	9	1
Q.20-Funds Management	3.37	57	18	17	16	18
Q.21-A-E Contracts	3.64	42	9	5	10	10
Q.22-Engineering Design Quality	3.56	50	14	13	13	14
Q.23-Job Order Contracts	3.76	17	2	2	2	5
Q.24-Construction Quality	3.82	45	4	12	7	4
Q.25-Timely Construction	3.42	48	10	15	17	17
Q.26-Construction Turnover	3.59	39	13	16	15	12
Q.27-Post-construction Support	3.42	36	17	18	18	16
Q.28-End-User Satisfaction	3.68	40	3	10	11	9
Q.29-Maintainability	3.58	36	6	11	14	13
Q.30-Privatization	3.10	10	-	-	-	19

In comparing the responses for Q.12-Q.30 with the overall level of satisfaction (3.69), eight were higher and 11 were lower. As you can see from Table 11, the highest mean score for Q.12-Q.30 has changed each year. Note that Q.23-JOCs was second for three years and dropped to 5th in 1998.

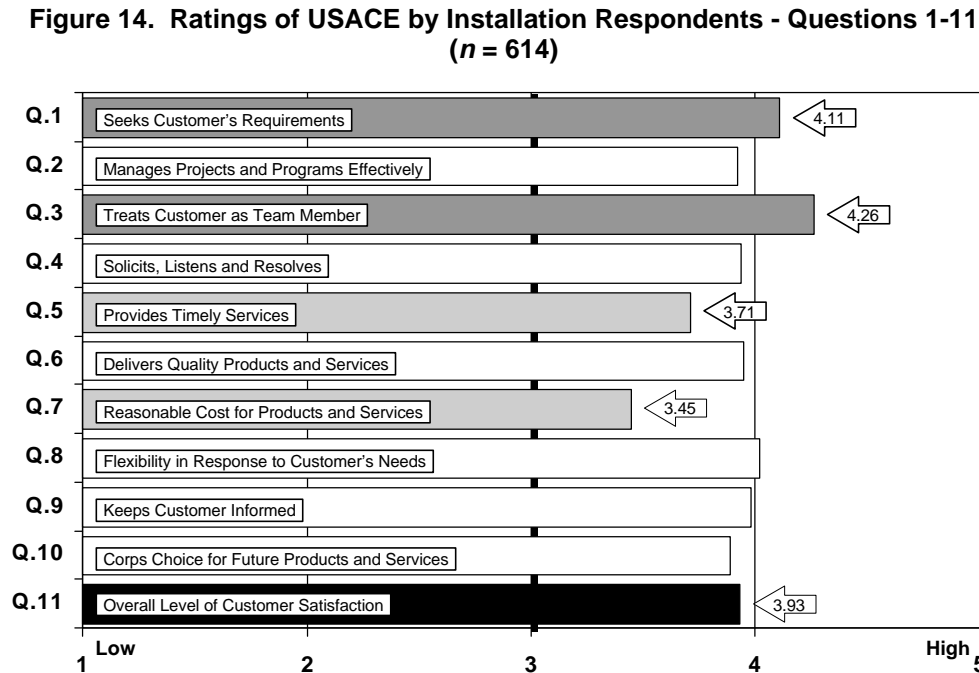
The lowest ranked question within this grouping is Q.30-*Privatization*. Q.30 was a new question added in 1998; the number of respondents was just 10. The next three lowest mean scores within the Q.12-Q.30 grouping are Q.20-*Funds Management and Cost Accounting*, Q.25-*Timely Completion of Construction* and Q.27-*Post-construction Support (Warranty)*. These three questions were also ranked lowest in 1995, 1996 and 1997.

For Q.12-Q.30, one-half of the observed means for 1998 were lower than the observed means for 1997. The two showing the greatest decline are Q.16-*BRAC* (a decrease of 10.1%) and Q.22-*Engineering Design Quality* (a decrease of 3.1%). The two questions showing the greatest increase in mean score are Q.19-*Project Documentation* (an increase of 6.6%) and Q.27-*Post-construction Support (Warranty)* (an increase of 9.9%). From 1997 to 1998, none of the questions in this grouping showed a change from that is statistically significant.

6. Data from Installation Respondents

6.A. Questions 1-11

Figure 14 shows Installation mean responses for Questions 1-11. The average for each of these questions placed above a “3”. The colors on **Figure 14** represent the *Lows* (light gray) and *Highs* (dark gray), as defined on page 4 in **Figure 3**.



As for All Respondents, the responses to Q.1-Q.10 were divided into three broad categories: those performing significantly above the mean (*Highs*); those performing significantly below the mean (*Lows*); and those falling in between (*Middles*).

Highs: Q.1-*Seeks Customer's Requirements* and Q.3-*Treats Customer as Team Member* scored highest with Installations, with means of 4.11 and 4.26, respectively. These *Highs* have an combined mean of 4.18.

Middles: Q.2-*Manages Projects and Programs Effectively*, Q.4-*Resolves Customer's Concerns*, Q.6-*Delivers Quality Products and Services*, Q.8-*Flexibility in Response to Customer's Needs*, Q.9-*Keeps Customer Informed* and Q.10-*Corps Choice for Future Products and Services*, all fall into a middle group, thus not showing any statistically significant difference relative to more than 75% of the other questions at a confidence level of 95% or better. These *Middles* have a combined mean of 3.95.

Lows: Installations scored USACE lowest with Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products and Services*. The respective means for Q.5 and Q.7 are 3.71 and 3.45. These *Lows* have a combined mean of 3.58.

The difference between the highest score (Q.3-*Treats Customer as Team Member*) and the third highest score (Q.8-*Flexibility in Response to Customer's Needs*) is statistically significant at a confidence level of 99% or better. The difference between the second highest score (Q.1-*Seeks Customer's Requirements*) and Q.8 is not statistically significant; however, Q.8 is not included in the *Highs* because it is itself statistically indistinguishable from the *Middle* group of responses. The difference between the two lowest scores (Q.7-*Reasonable Cost for Products and Services* and Q.5-*Provides Timely Service*) and the third

lowest score (Q.10-Choice for Future Products & Services) is statistically significant at a confidence level of 99% or better.

Installation customers returned their completed survey forms to their local District office. In general, the Installation customers rated Districts high in customer satisfaction (detail is shown in **Table 14**). Q.11-Overall Level of Customer Satisfaction scored 3.93. The responses to Questions 1-10 ranged from a low of 3.45 to a high of 4.26.

Table 14. Ratings of USACE by Installation Respondents - Questions 1-11

<u>Question</u>					1995-98	1997-98
	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>Delta</u>	<u>Delta</u>
Q.1-Seeks Customer's Requirements	3.69	3.83	3.96	4.11	11.4%	3.8%
Q.2-Manages Projects/Programs Effectively	3.63	3.71	3.83	3.92	8.1%	2.4%
Q.3-Treats Customer as Team Member	3.93	4.02	4.15	4.26	8.3%	2.6%
Q.4-Resolves Customer's Concerns	3.70	3.79	3.85	3.94	6.6%	2.5%
Q.5-Provides Timely Service	3.40	3.51	3.63	3.71	9.0%	2.1%
Q.6-Delivers Quality Products & Services	3.64	3.68	3.86	3.95	8.5%	2.3%
Q.7-Reasonable Cost for Products & Services	3.11	3.19	3.23	3.45	10.8%	6.7%
Q.8-Flexibility in Response to Customer's Needs	3.61	3.79	3.94	4.02	11.3%	2.0%
Q.9-Keeps Customer Informed	3.61	3.81	3.83	3.98	10.3%	4.0%
Q.10-Corps Choice for Future Products/Services	3.56	3.66	3.80	3.89	9.2%	2.3%
Q.11-Overall Level of Customer Satisfaction	3.60	3.71	3.85	3.93	9.1%	2.0%
<i>Questions 1-10</i>	3.59	3.70	3.81	3.93	9.4%	3.0%
<i>Lows (Q.5 & Q.7)</i>	3.25	3.35	3.44	3.58	10.2%	4.1%
<i>Middles</i>	3.63	3.75	3.87	3.95	8.9%	2.1%
<i>Highs (Q.1 & Q.3)</i>	3.93	4.02	4.15	4.18	6.5%	0.8%

Q.11-Overall Level of Satisfaction relates to the respondents' own overall level of satisfaction. The mean of 3.93 compares well with the observed mean of 3.93 for Q.1-Q.10.

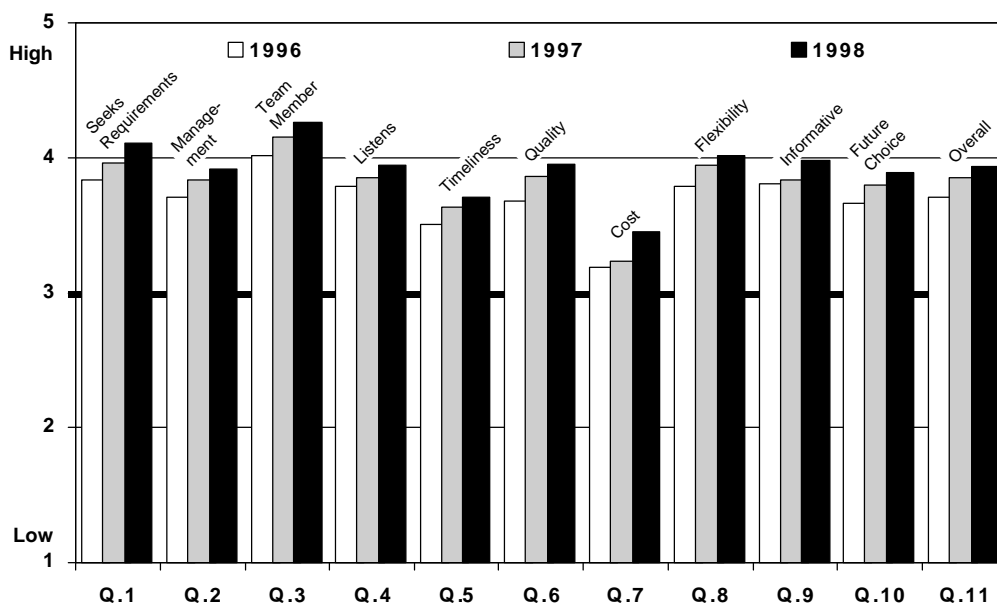
Table 15 shows the relative ranking of Q.1-Q.10 from *highest to lowest* mean for each question within this group. *Rank* is provided simply as a means to quickly identify those areas that are performed well and those not so well. *Rank=1* is the highest while *Rank=10* is the lowest. The *Ranks* for 1995-1997 are shown for comparative purposes. *Count* is the number of responses received for each question. Corps customers ranked Q.3-Treats Customer as Team Member first in all four years and Q.5-Provides Timely Service and Q.7-Reasonable Cost for Products/Services ninth and tenth, respectively, in all four years.

Table 15. Ranking of Mean Responses by Installation Respondents - Questions 1-10

<u>Question</u>	<u>1998</u>		<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
	<u>Mean</u>	<u>Count</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>
Q.1-Seeks Customer's Requirements	4.11	594	3	2	2	2
Q.2-Manages Projects Effectively	3.92	582	5	6	6	7
Q.3-Treats Customer as Team Member	4.26	605	1	1	1	1
Q.4-Resolves Customer's Concerns	3.94	607	2	4	5	6
Q.5-Provides Timely Service	3.71	606	9	9	9	9
Q.6-Delivers Quality Products & Services	3.95	598	4	7	4	5
Q.7-Reasonable Cost for Products/Services	3.45	557	10	10	10	10
Q.8-Flexibility in Response to Customer	4.02	605	6	5	3	3
Q.9-Keeps Customer Informed	3.98	607	7	3	7	4
Q.10-Choice for Future Products/Services	3.89	588	8	8	8	8

Figure 15 compares the mean for 1998 responses to the observed means for 1997 and 1996 responses for Q.1-Q.11 for all Installation customers.

Figure 15. Ratings of USACE by Installation Respondents: Three Year Comparison

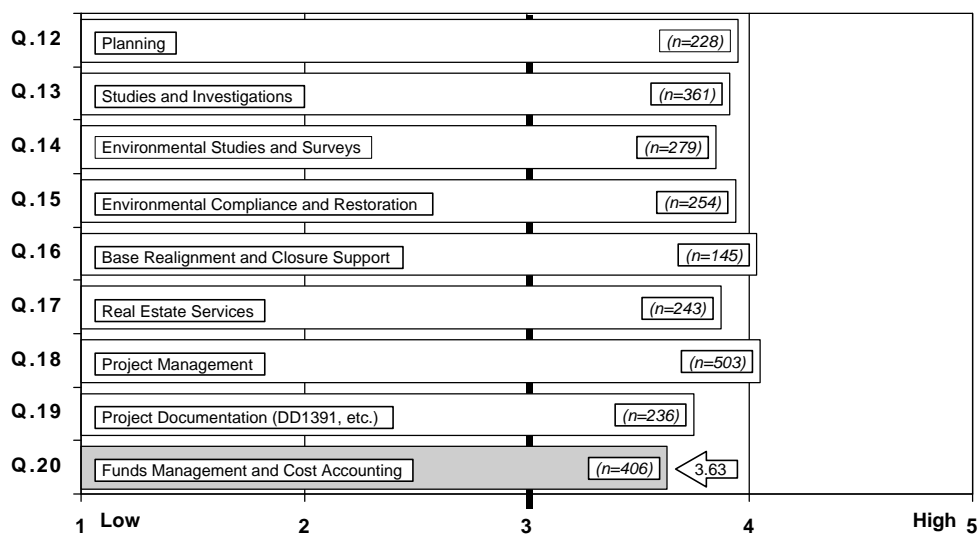


All the means in 1998 exceed the means in 1996 and 1997. Four of these means were statistically different from the means in 1997 at a confidence level of 95% or better. These questions are Q.1-*Seeks Customer's Requirements* (+ 3.8%), Q.3-*Treats You as an Important Member of the Team* (+2.6%), Q.7-*Reasonable Cost for Products and Services* (+6.8%) and Q.9-*Keeps Customer Informed* (+4.1%).

6.B. Questions 12-30

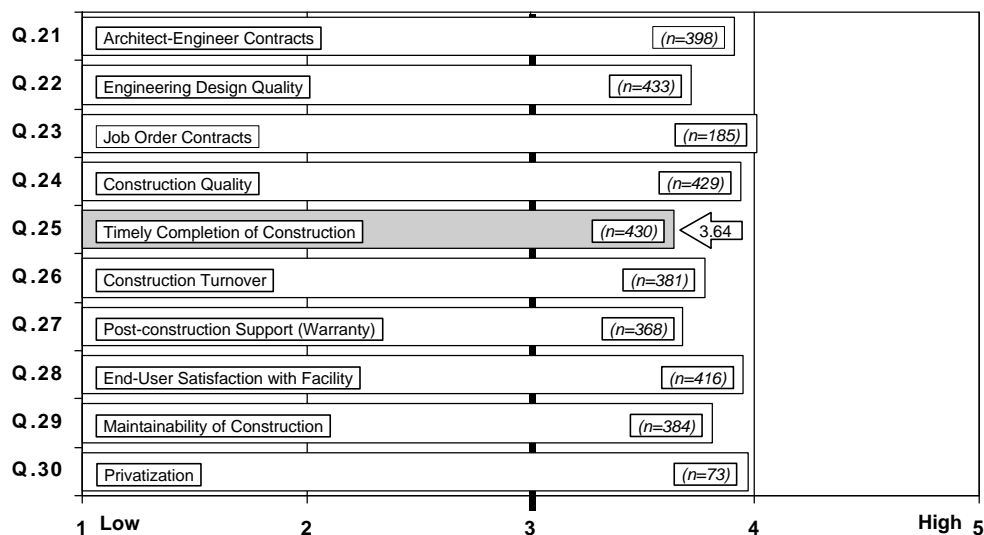
Figure 16 and **Figure 17** show Installation mean responses for Questions 12-30. The sample size (*n*) is shown in the box at the end of the bar.

Figure 16. Ratings of USACE by Installation Respondents - Questions 12-20



The two highest scores within the Q.12-Q.20 grouping are Q.16-*BRAC* (4.03) and Q.18-*Project Management* (4.05). The lowest score within this grouping is Q.20-*Funds Management and Cost Accounting* (3.63). It is the only question in this grouping that is statistically significantly different from Q.11-*Overall Level of Customer Satisfaction* (at a confidence level of 99% or better). As shown by its red coloring, Q.20 is also statistically significantly different from more than 75% of the means for Q.12 through Q.30. This was the same pattern as in 1995, 1996 and 1997.

Figure 17. Ratings of USACE by Installation Respondents - Questions 21-30



Q.25-*Timely Completion of Construction* (3.64) and Q.27-*Post-construction Support (Warranty)* (3.68) have the lowest means in the Q.21-Q.30 grouping. Along with Q.22-*Engineering Design Quality*, Q.26-*Construction Turnover* and Q.29-*Maintainability of Construction*, they are statistically significantly different from Q.11 at a confidence level of 95% or better. Q.25 is also statistically significantly different from more than 75% of the means for Q.12 through Q.30. The highest mean score is Q.23-*Job Order Contracts* (4.01). It is not statistically significantly different from Q.11, our base comparison.

As shown in **Table 16**, the number of responses for each of these questions varied considerably, from a low of 145 to a high of 503. In the table Rank is the relative ranking of Q.12-Q.30 from *highest to lowest* mean for each question within this particular group (Rank = 1 is the highest mean score). The Ranks for all four years are shown for comparative purposes.

Table 16. Ranking of Mean Responses by Installation Respondents - Questions 12-30

<u>Question</u>	<u>1998</u>		<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
	<u>Mean</u>	<u>Count</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>	<u>Rank</u>
Q.12-Planning	3.95	228	7	6	7	5
Q.13-Studies & Investigations	3.91	361	3	5	5	9
Q.14-Environmental Studies	3.85	279	8	8	4	12
Q.15-Environmental Compliance	3.94	254	10	12	9	7
Q.16-BRAC	4.03	145	1	2	1	2
Q.17-Real Estate Services	3.87	243	6	9	10	11
Q.18-Project Management	4.05	503	2	3	2	1
Q.19-Project Documentation	3.75	236	16	4	13	15
Q.20-Funds Management	3.63	406	18	18	15	19
Q.21-A-E Contracts	3.91	398	12	11	6	10
Q.22-Engineering Design Quality	3.72	433	15	15	16	16
Q.23-Job Order Contracts	4.01	185	9	1	3	3
Q.24-Construction Quality	3.94	429	4	7	11	8
Q.25-Timely Construction	3.64	430	16	17	17	18
Q.26-Construction Turnover	3.78	381	11	13	14	14
Q.27-Post-construction Support	3.68	368	17	16	18	17
Q.28-End-User Satisfaction	3.95	416	5	10	8	6
Q.29-Maintainability	3.81	384	14	14	12	13
Q.30-Privatization	3.97	73	-	-	-	4

The two highest mean scores within the Q.12-Q.30 grouping are Q.18-*Project Management* and Q.16-*BRAC*. For 1995-1997, Q.16 was ranked first or second, and Q.18 was ranked in the top three.

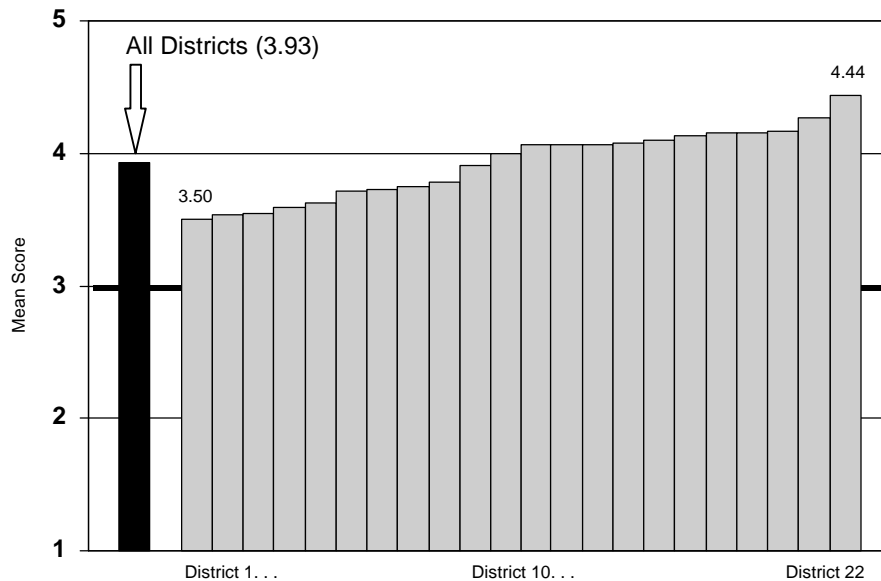
The four lowest mean scores within the Q.12-Q.30 grouping are Q.20-*Funds Management and Cost Accounting*, Q.22-*Engineering Design Quality*, Q.25-*Timely Completion of Construction* and Q.27-*Post-construction Support (Warranty)*. These four questions were also ranked lowest in 1995, 1996 and 1997.

All but one of the means for 1998 exceeded the observed means for 1997 for Q.12-Q.30, thus continuing the trend of increased customer satisfaction seen in prior years. The exception is Q.14-*Environmental Studies* (a decrease of 0.2%). Five of the questions in this grouping showed an increase from 1997 to 1998 that is statistically significant at a confidence level of 95% or better. These questions are Q.18-*Project Management* (an increase of 3.5%), Q.24-*Construction Quality* (+3.6%), Q.26-*Construction Turnover*, (+3.8%), Q.27-*Post-construction Support (Warranty)* (+6.2%) and Q.28-*End-User Satisfaction with Facility* (+3.0%). Although Q.27 continues to rank among the three lowest mean scores, it shows significant progress towards a more positive score.

6.C. Installation Data by District

Figure 18 shows for Q.11-*Overall Level of Customer Satisfaction*, the range of Installation customer responses by USACE Districts. The 614 Installation responses came from 22 Districts. The number of installation responses within these Districts ranged from 4 to 81. Individual Districts are not identified.

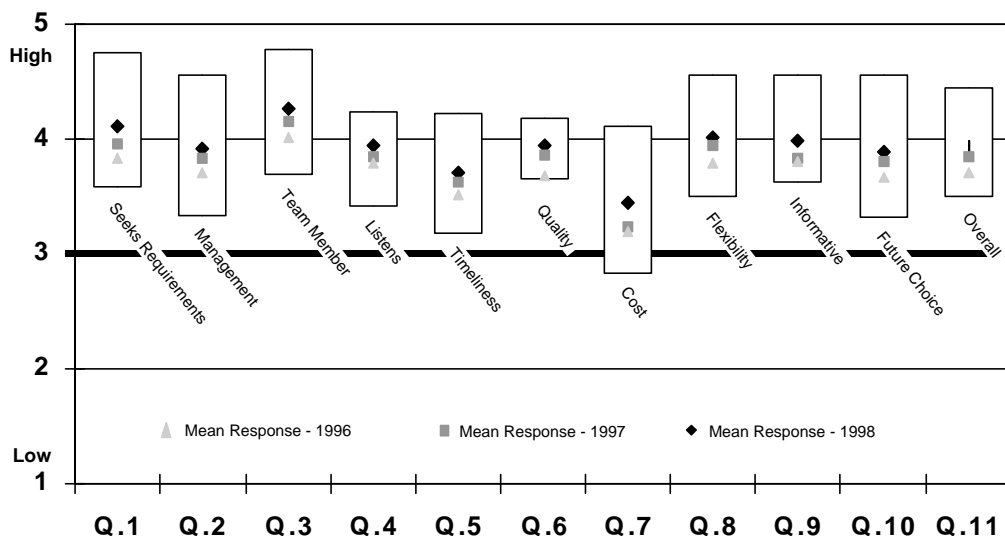
**Figure 18. Comparison of Average Scores by District
Q.11-Overall Level of Customer Satisfaction**



For Installation respondents, the average rating (Q.11-*Overall Level of Customer Satisfaction*) by District ranges from a mean low of 3.50 to a mean high of 4.44. Shown on the left is the average score for all Districts (3.93) for comparative purposes. Ten of the 22 Districts fall below the overall average for all Districts while 12 place above.

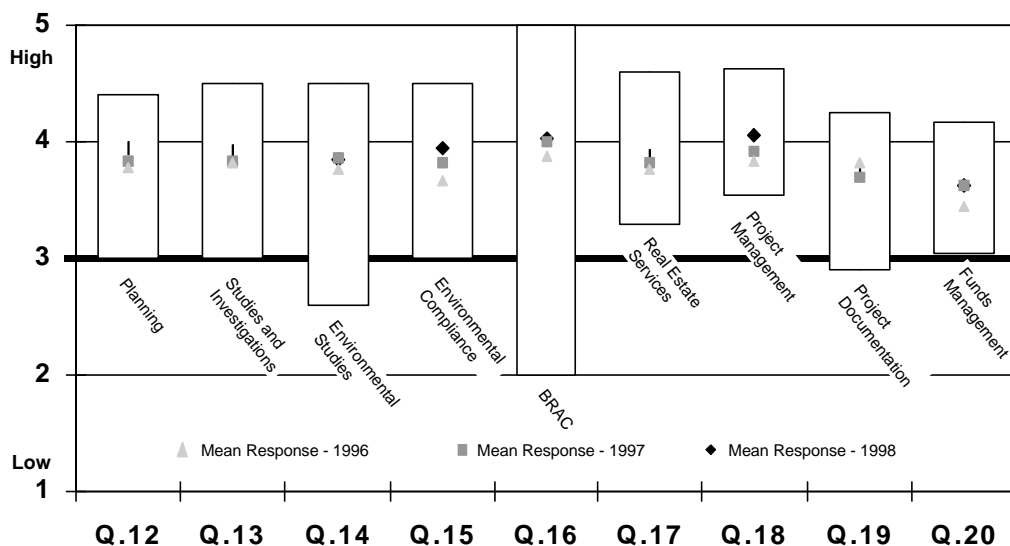
Figures 19-21 show the ranges (minimum to maximum) of customer responses by USACE District for Q.1-Q.30. The bottom of the bar represents the lowest mean District score while the top of the bar represents the highest mean District score. The overall District mean for 1998 is shown as a diamond. For 1997, it is shown as a square, and for 1996, a triangle.

**Figure 19. Range of Average Scores by District
Questions 1-11**



All the 1998 means for Q.1-Q.11 were higher than the means for 1996 and 1997. For Q.1-*Seeks Customer Requirements*, Q.3-*Treats Customer as Team Member*, Q.7-*Reasonable Cost for Products and Services* and Q.9-*Keeps Customer Informed*, the observed difference in the means is statistically significantly different at a confidence level of 95% or better. The greatest range of response is found in the responses to Q.7-*Reasonable Cost for Products and Services*. The least range is found in the responses to Q.6-*Delivers Quality Products and Services*.

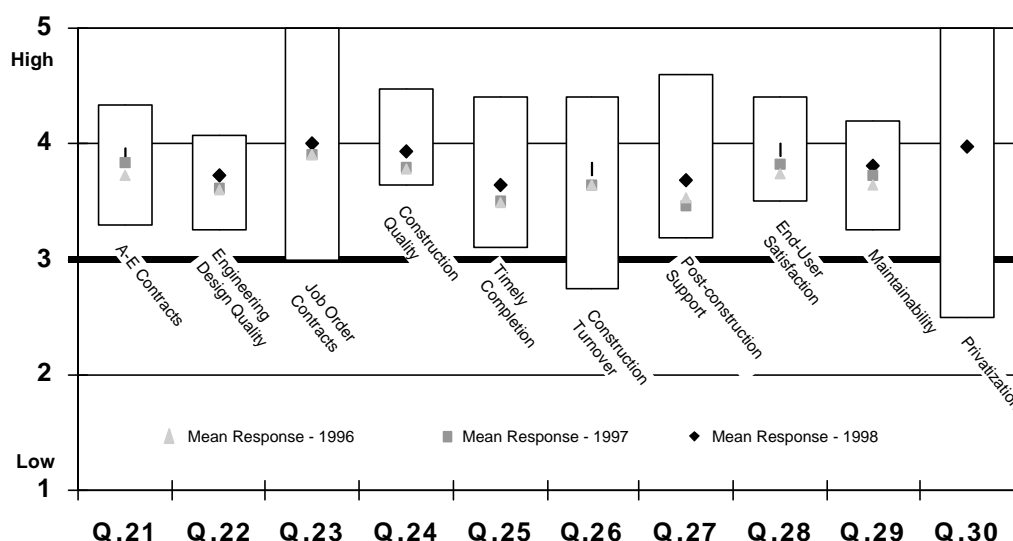
**Figure 20. Range of Average Scores by District
Questions 12-20**



All but one of the 1998 means are above the means for 1997. For Q.14-*Environmental Studies*, the mean dropped negligibly from 3.86 in 1997 to 3.85 in 1998. The performance for Q.18-*Project Management* significantly improved in 1998. This improvement was statistically significant at a confidence level of 95% or better. Although the 1998 mean for Q.19-*Project Documentation* (3.75) is higher than the mean in 1997 (3.72), it was lower than the mean score of 3.82 for the 1996 survey.

As shown on Figure 20, the greatest range of response is found in the response to Q.16-*BRAC*. Q.18-*Project Management* and Q.20-*Funds Management and Cost Accounting* showed the smallest range.

**Figure 21. Range of Average Scores by District
Questions 21-30**



All of the 1998 means are above the means for 1997. For Q.24-*Construction Quality*, Q.26-*Construction Turnover*, Q.27-*Post-construction Support (Warranty)* and Q.28-*End-User Satisfaction with Facility*, the increase in the mean score from 1997 to 1998 is statistically significant at a confidence level of 95% or better. Q.30-*Privitization* had the largest range. The smallest range was in Q.22-*Engineering Design Quality* and Q.24-*Construction Quality*.

7. Written Comments

All the written comments are shown in Appendix VI. The comments have had all references to places and individuals removed to protect anonymity. Comments were rated as being plus (positive), minus (negative), plus/minus (positive/negative), or neutral. Ratings of comments are a subjective analysis. The plus/minus rating was given where the comments had both positive and negative statements. Given the myriad of services provided by the Corps and the different personnel assigned to each, respondents had either positive or negative reactions as a project went through its various phases. Neutral responses were those providing suggestions for future Corps action without any indication whether the respondent was satisfied or dissatisfied with existing conditions. Comment response rates are shown as percentages rather than as actual counts.

The comments are listed in the Appendix with their individual ratings and key words. Key words include: BRAC; communication; construction quality; cost; design; environment; flexibility; overall satisfaction; planning; project management; responsiveness; staffing/personnel; and warranty.

Some comments were discarded. For example, respondent simply stated the basis upon which the ratings are based ("my relationship is with the _____ District"). For example, a plus/minus comment is defined as "These comments are general in nature since we are more satisfied with one District than two other Districts." It is a positive comment for the one District, but could be interpreted as a minus for the Corps as a whole (why aren't all Districts rated highly?).

Table 17 shows comment response rates by organization and by customer group level.

Table 17. Comment Response Rates by Organization Level and Customer Groups

	<u>Plus</u>	<u>Plus/ Minus</u>	<u>Neutral</u>	<u>Minus</u>	<u>Number of Comments (% Responding)</u>
Army	35%	37%	3%	24%	230 (68%)
Army Materiel Command	44%	34%	3%	19%	32 (76%)
FORSCOM	42%	38%	0%	21%	24 (65%)
TRADOC	38%	41%	0%	21%	29 (76%)
Other Army	32%	37%	5%	26%	145 (65%)
Air Force	35%	35%	5%	26%	133 (70%)
Air Combat Command	31%	50%	0%	19%	32 (68%)
Air Mobility Command	46%	23%	0%	31%	13 (65%)
AF Materiel Command	39%	30%	9%	22%	23 (77%)
Other Air Force	32%	32%	6%	29%	65 (69%)
Other	42%	33%	6%	19%	109 (66%)
Department of Defense	50%	33%	7%	10%	30 (77%)
Non-DoD	39%	33%	5%	23%	79 (63%)
All Respondents	37%	36%	4%	23%	472 (68%)

8. Conclusions

The results from the fourth USACE-wide MP customer satisfaction survey are very encouraging. Overall, USACE Military Programs scored well in customer satisfaction, with the vast majority of customers placing their responses well above “3”. Using a scale where 1 is Low and 5 is High, the average response for the 700 customers was 3.90 for Questions 1-10. This represents an increase over the 1997 value of 3.79 (in 1996, the value was 3.65). The increase in both years was statistically significant at a confidence level of 99% or better.

In Section I (Questions 1-11), the customer satisfaction responses were displayed in three broad categories: those areas where the Corps performed significantly above the mean (*Highs*), those where the Corps performed significantly below the mean (*Lows*), and those scores which fell in between (*Middles*). Only questions whose means exhibited a significant difference relative to the means of other questions were classified into the *High* or *Low* group. Like 1996 and 1997, the *Highs* were generally Q.3-*Treats Customer as Team Member*. In 1995, the *Highs* also included Q.6-*Delivers Quality Products and Services*. The *Lows* were generally Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products and Services*.

For Q.1-Q.11, the Army scored the Corps the lowest. In all but two cases, the highest mean scores were given by Other customers. For all three Customer Groups, the two lowest ranked questions are Q.5-*Provides Timely Service* and Q.7-*Reasonable Cost for Products and Services*. On the high side, Q.3-*Treats Customer as Team Member*, received high rankings from all three groups-Army, Air Force and Other. The same pattern was seen in 1995, 1996 and 1997.

In Section II (Questions 12-30), each Customer Group gave the lowest mean score to a different question. For Army, it was Q.27-*Post-construction Support (Warranty)*; for Air Force, it was Q.25-*Timely Completion of Construction*; and for Other, it was Q.20-*Funds Management and Cost Accounting*. USACE received the highest marks from Army for Q.23-*Job Order Contracts*. For Air Force, the highest marks were for Q.16-*BRAC* while for Other, Q.17-*Real Estate Services* received the highest mean score.

Approximately 68% of survey respondents made comments in Section III of the Questionnaire. Of the respondents providing comments, 37% were positive, 36% were negative, 23% were mixed positive/negative and 4% were neutral. These comments provide anecdotal support for the numerical scores customers gave USACE.

This fourth survey provides Military Programs with the ability to compare its progress in meeting customer's expectations and needs over a four-year period. In 1998, the mean response for Questions 1 through Questions 11 for All Respondents rose, thus indicating that the Corps continues to improve customer satisfaction.

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)

APPENDIX I

CUSTOMER SATISFACTION SURVEY

**CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS - 1998
U.S. ARMY CORPS OF ENGINEERS**

We at the _____ District are committed to improving service to our customers and would like to know how well we are doing. Please rate your **Level of Satisfaction** with our performance over the past year. **Your straightforward** answers will help us to identify areas needing improvement. For assistance of any type, please call (*insert person's name and phone no.*); our FAX number is xxx-xxx-xxxx. **Thank you for your cooperation.**

SECTION 1 -- OVERALL SATISFACTION

Please mark *Not Applicable* (N/A) for any questions that do not apply to your organization.
Please mark your **LEVEL** of Satisfaction.

	The _____ District:	Satisfaction Low High N/A					
1.	Seeks Your Requirements	1	2	3	4	5	N/A
2.	Manages Your Projects/Programs Effectively	1	2	3	4	5	N/A
3.	Treats You as an Important Member of the Team	1	2	3	4	5	N/A
4.	Resolves Your Concerns	1	2	3	4	5	N/A
5.	Provides Timely Services	1	2	3	4	5	N/A
6.	Delivers Quality Products and Services	1	2	3	4	5	N/A
7.	Delivers Products and Services at Reasonable Cost	1	2	3	4	5	N/A
8.	Displays Flexibility in Responding to Your Needs	1	2	3	4	5	N/A
9.	Keeps You Informed	1	2	3	4	5	N/A
10.	Would Be Your Choice for Future Projects/Services	1	2	3	4	5	N/A
11.	Your OVERALL Level of Customer Satisfaction	1	2	3	4	5	N/A

**PLEASE FINISH THIS SURVEY ON THE NEXT PAGE AND GIVE US ANY
COMMENTS OR SUGGESTIONS FOR HOW WE CAN IMPROVE.**

NOTE: Data from this questionnaire will be used by the District to improve service. Information will also be tabulated for national statistical purposes. Respondents will not be identified by name or organization in the USACE statistical reports.

**1998 CUSTOMER SATISFACTION SURVEY
USACE -- MILITARY PROGRAMS**

SECTION 2 -- SPECIFIC SERVICES AND PRODUCTS

How satisfied are you with how the _____ District has performed these *specific* project tasks in the last 12 months? Please mark *Not Applicable* (N/A) for questions that do not apply to your organization.
Please mark your **LEVEL of Satisfaction**.

	The _____ District's Performance in:	Satisfaction					
		Low			High		N/A
12.	Planning Services (e.g., Master Planning)	1	2	3	4	5	N/A
13.	Studies and Investigations	1	2	3	4	5	N/A
14.	Environmental Studies and Surveys	1	2	3	4	5	N/A
15.	Environmental Compliance and Restoration	1	2	3	4	5	N/A
16.	Base Realignment and Closure Support	1	2	3	4	5	N/A
17.	Real Estate Services (e.g., Acquisition, Disposal, Leasing)	1	2	3	4	5	N/A
18.	Project Management Services	1	2	3	4	5	N/A
19.	Project Documentation (DD 1391, etc.)	1	2	3	4	5	N/A
20.	Funds Management and Cost Accounting	1	2	3	4	5	N/A
21.	Architect-Engineer Contracts	1	2	3	4	5	N/A
22.	Engineering Design Quality	1	2	3	4	5	N/A
23.	Job Order Contracts	1	2	3	4	5	N/A
24.	Construction Quality	1	2	3	4	5	N/A
25.	Timely Completion of Construction	1	2	3	4	5	N/A
26.	Construction Turnover	1	2	3	4	5	N/A
27.	Contract Warranty Support	1	2	3	4	5	N/A
28.	End-user Satisfaction with Facility	1	2	3	4	5	N/A
29.	Maintainability of Construction	1	2	3	4	5	N/A
30.	Privatization Support	1	2	3	4	5	N/A
	Optional Question # 1 { Note: Districts may add up to }	1	2	3	4	5	N/A
	Optional Question # 2 { 3 specific questions here. }	1	2	3	4	5	N/A
	Optional Question # 3 { Please Delete if not used. }	1	2	3	4	5	N/A

**1998 CUSTOMER SATISFACTION SURVEY
USACE -- MILITARY PROGRAMS**

SECTION 3 -- NARRATIVE COMMENTS

COMMENTS / SUGGESTIONS:

INFORMATION ABOUT YOU:

Installation/Base Name: _____

Your Name and Title: _____

Your Office Telephone No.: () _____

Would you like us to contact you? Yes _____ No _____

Please fold this form and drop it in the mail using the prestamped envelope, or FAX it to
(phone no.). Thanks.

USACE Customer Survey, ATTN: { POC Name Here }
District Name
District Address
City, State Zip Code

US ARMY CORPS OF ENGINEERS

CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)

APPENDICES II-V

CUSTOMER DATA

Questions	The survey questions
N ₍₁₎	Number of customers rating the Corps as “1” for each question
N ₍₂₎	Number of customers rating the Corps as “2” for each question
N ₍₃₎	Number of customers rating the Corps as “3” for each question
N ₍₄₎	Number of customers rating the Corps as “4” for each question
N ₍₅₎	Number of customers rating the Corps as “5” for each question
N ₍₁₋₅₎	Sum of number of customers rating the Corps on each question
Mean	The mean based upon the responses to each question
Standard Deviation	The standard deviation based upon the responses to each question

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)

APPENDIX II

DATA FROM ALL RESPONDENTS:

All Respondents
Army Customers
Air Force Customers
Other Customers

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: All Customers

Survey year: 1998
Total responses: 695

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	3.0	35.0	107.0	280.0	245.0	670	4.09	0.8764
2 Management	8.0	48.5	132.0	285.5	191.0	665	3.91	0.9372
3 TeamMember	6.0	36.5	78.5	236.0	326.0	683	4.23	0.9131
4 Listens	10.0	54.0	120.5	284.5	214.0	683	3.93	0.9669
5 Timeliness	16.0	76.0	173.5	253.5	164.0	683	3.69	1.0284
6 Quality	9.0	40.5	134.0	300.5	192.0	676	3.93	0.9151
7 Cost	24.0	82.0	208.0	232.0	84.0	630	3.43	1.0010
8 Flexibility	12.0	48.0	119.5	257.5	244.0	681	3.99	0.9877
9 Informative	7.0	49.0	140.5	261.0	227.5	685	3.95	0.9563
10 FutureChoice	24.5	48.5	123.5	264.5	204.0	665	3.86	1.0484
11 Overall	7.5	50.5	131.0	303.0	186.0	678	3.90	0.9253
12 Planning	7.0	6.0	44.0	136.0	64.0	257	3.95	0.8713
13 Studies	6.0	20.0	89.5	188.5	103.0	407	3.89	0.8901
14 EnvStudies	8.0	21.0	64.0	145.0	75.0	313	3.82	0.9563
15 EnvCompliance	3.5	19.5	55.0	120.0	82.0	280	3.92	0.9365
16 BRAC	2.0	9.0	33.0	72.0	51.0	167	3.96	0.9111
17 RealEstate	4.0	25.0	53.5	117.5	78.0	278	3.87	0.9734
18 ProjMan	5.0	40.0	90.0	235.5	193.5	564	4.02	0.9314
19 ProjDoc	-6.0	27.0	72.0	119.0	58.0	270	3.81	0.8060
20 FundsMgmt	11.5	62.5	110.0	195.0	84.0	463	3.60	1.0120
21 AEContracts	6.0	30.0	84.5	208.5	111.0	440	3.88	0.9099
22 EngDesQual	11.0	44.5	112.0	228.5	87.0	483	3.70	0.9459
23 JOC	2.0	11.0	40.5	83.0	65.5	202	3.99	0.9141
24 ConsQual	3.0	27.5	91.5	229.5	122.5	474	3.93	0.8586
25 ConsCompletion	12.0	60.0	125.5	183.5	97.0	478	3.61	1.0231
26 ConsTurnover	4.0	24.0	127.5	176.5	88.0	420	3.76	0.8793
27 ConsPostSupport	11.0	35.0	118.0	156.0	84.0	404	3.66	0.9895
28 EndUserSat	6.0	9.0	99.0	232.0	110.0	456	3.95	0.8088
29 Maintainability	3.0	23.0	114.5	199.5	80.0	420	3.79	0.8383
30 Privatization	3.0	6.0	18.0	28.0	28.0	83	3.87	1.0794
<i>Questions 1-10</i>	<i>119.5</i>	<i>518.0</i>	<i>1,337.0</i>	<i>2,655.0</i>	<i>2,091.5</i>	<i>6,721</i>	<i>3.90</i>	<i>0.9846</i>

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: Army

Survey year: 1998
Total responses: 340

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	2.0	22.0	62.0	141.0	99.0	326	3.96	0.9055
2 Management	4.0	24.5	69.5	150.5	79.5	328	3.84	0.9172
3 TeamMember	5.0	20.0	48.0	117.0	145.0	335	4.13	0.9676
4 Listens	5.0	33.0	60.5	151.5	84.0	334	3.83	0.9673
5 Timeliness	14.0	39.0	92.0	131.0	60.0	336	3.55	1.0442
6 Quality	5.0	21.0	76.5	152.5	75.0	330	3.82	0.9061
7 Cost	18.0	46.5	115.5	110.0	28.0	318	3.26	1.0025
8 Flexibility	6.0	30.0	63.0	123.0	113.0	335	3.92	1.0202
9 Informative	2.0	33.0	70.0	134.0	97.0	336	3.87	0.9635
10 FutureChoice	11.0	26.5	71.5	130.0	85.0	324	3.78	1.0339
11 Overall	6.5	29.0	69.5	155.0	72.0	332	3.77	0.9505
12 Planning	3.0	3.0	20.0	83.0	25.0	134	3.93	0.7912
13 Studies	3.0	15.0	44.0	110.0	46.0	218	3.83	0.8870
14 EnvStudies	7.0	15.0	34.0	99.0	36.0	191	3.74	0.9745
15 EnvCompliance	3.0	11.0	30.0	86.0	41.0	171	3.88	0.9064
16 BRAC	2.0	6.0	24.0	47.0	35.0	114	3.94	0.9434
17 RealEstate	3.0	20.0	33.5	69.5	45.0	171	3.78	1.0212
18 ProjMan	2.0	20.0	49.0	119.0	86.0	276	3.97	0.9199
19 ProjDoc	1.0	11.0	35.0	70.0	30.0	147	3.80	0.8754
20 FundsMgmt	8.5	35.5	54.0	97.0	39.0	234	3.52	1.0530
21 AEContracts	3.0	19.0	46.5	105.5	49.0	223	3.80	0.9242
22 EngDesQual	4.0	28.5	56.5	116.0	32.0	237	3.61	0.9243
23 JOC	1.0	5.0	19.0	45.5	37.5	108	4.05	0.8924
24 ConsQual	2.0	14.5	47.5	131.0	36.0	231	3.80	0.8079
25 ConsCompletion	7.0	24.0	64.5	100.5	37.0	233	3.59	0.9750
26 ConsTurnover	2.0	11.0	66.5	92.5	36.0	208	3.72	0.8457
27 ConsPostSupport	9.0	17.0	69.0	77.0	32.0	204	3.52	0.9998
28 EndUserSat	3.0	9.0	51.0	120.0	37.0	220	3.81	0.8091
29 Maintainability	2.0	17.0	61.5	99.5	28.0	208	3.65	0.8499
30 Privatization	3.0	5.0	13.0	19.0	19.0	59	3.78	1.1457
<i>Questions 1-10</i>	<i>72.0</i>	<i>295.5</i>	<i>728.5</i>	<i>1,340.5</i>	<i>865.5</i>	<i>3,302</i>	<i>3.80</i>	<i>0.9980</i>

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: Air Force

Survey year: 1998
Total responses: 191

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	6.0	27.0	71.0	84.0	189	4.22	0.8464
2 Management	2.0	13.0	37.5	77.0	54.5	184	3.92	0.9373
3 TeamMember	0.0	9.5	14.5	68.0	98.0	190	4.34	0.8249
4 Listens	2.0	12.0	33.0	73.0	70.0	190	4.04	0.9449
5 Timeliness	0.0	17.0	53.5	67.5	51.0	189	3.81	0.9381
6 Quality	1.0	10.5	36.5	84.0	57.0	189	3.98	0.8765
7 Cost	3.0	17.5	61.5	69.0	27.0	178	3.56	0.9233
8 Flexibility	3.0	7.0	36.5	72.5	69.0	188	4.05	0.9251
9 Informative	2.0	7.0	42.5	69.0	69.5	190	4.04	0.9136
10 FutureChoice	7.0	11.0	31.5	75.5	62.0	187	3.93	1.0361
11 Overall	0.0	12.5	35.5	82.5	57.5	188	3.98	0.8743
12 Planning	2.0	2.0	10.0	21.0	17.0	52	3.94	1.0178
13 Studies	2.0	3.0	24.5	39.5	30.0	99	3.93	0.9262
14 EnvStudies	0.0	4.0	16.0	17.0	14.0	51	3.80	0.9385
15 EnvCompliance	0.5	5.5	12.0	16.0	18.0	52	3.88	1.0449
16 BRAC	0.0	2.0	3.0	20.0	10.0	35	4.09	0.7811
17 RealEstate	0.0	2.0	18.0	27.0	16.0	63	3.90	0.8174
18 ProjMan	1.0	10.0	26.0	67.5	58.5	163	4.06	0.9059
19 ProjDoc	2.0	5.0	22.0	21.0	12.0	62	3.58	1.0008
20 FundsMgmt	3.0	15.0	36.0	52.0	26.0	132	3.63	0.9993
21 AEContracts	3.0	6.0	25.0	70.0	39.0	143	3.95	0.8986
22 EngDesQual	4.0	7.0	38.5	72.5	26.0	148	3.74	0.8978
23 JOC	1.0	2.0	12.5	20.5	9.0	45	3.77	0.9052
24 ConsQual	0.0	6.0	29.0	55.5	51.5	142	4.07	0.8577
25 ConsCompletion	2.0	25.0	39.0	44.0	31.0	141	3.55	1.0655
26 ConsTurnover	0.0	11.0	42.0	51.0	28.0	132	3.73	0.8918
27 ConsPostSupport	1.0	12.0	28.0	54.0	29.0	124	3.79	0.9394
28 EndUserSat	1.0	3.0	24.0	66.0	40.0	134	4.05	0.7977
29 Maintainability	0.0	3.0	32.0	66.0	28.0	129	3.92	0.7460
30 Privatization	0.0	0.0	3.0	3.0	3.0	9	4.00	0.8660
<i>Questions 1-10</i>	<i>21.0</i>	<i>110.5</i>	<i>374.0</i>	<i>726.5</i>	<i>642.0</i>	<i>1,874</i>	<i>3.99</i>	<i>0.9377</i>

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: Other

Survey year: 1998
Total responses: 164

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	7.0	18.0	68.0	62.0	155	4.19	0.8146
2 Management	2.0	11.0	25.0	58.0	57.0	153	4.03	0.9730
3 TeamMember	1.0	7.0	16.0	51.0	83.0	158	4.32	0.8749
4 Listens	3.0	9.0	27.0	60.0	60.0	159	4.04	0.9736
5 Timeliness	2.0	20.0	28.0	55.0	53.0	158	3.87	1.0594
6 Quality	3.0	9.0	21.0	64.0	60.0	157	4.08	0.9577
7 Cost	3.0	18.0	31.0	53.0	29.0	134	3.65	1.0352
8 Flexibility	3.0	11.0	20.0	62.0	62.0	158	4.07	0.9847
9 Informative	3.0	9.0	28.0	58.0	61.0	159	4.04	0.9801
10 FutureChoice	6.5	11.0	20.5	59.0	57.0	154	3.97	1.0842
11 Overall	1.0	9.0	26.0	65.5	56.5	158	4.06	0.8991
12 Planning	2.0	1.0	14.0	32.0	22.0	71	4.00	0.9103
13 Studies	1.0	2.0	21.0	39.0	27.0	90	3.99	0.8545
14 EnvStudies	1.0	2.0	14.0	29.0	25.0	71	4.06	0.8926
15 EnvCompliance	0.0	3.0	13.0	18.0	23.0	57	4.07	0.9231
16 BRAC	0.0	1.0	6.0	5.0	6.0	18	3.89	0.9634
17 RealEstate	1.0	3.0	2.0	21.0	17.0	44	4.14	0.9546
18 ProjMan	2.0	10.0	15.0	49.0	49.0	125	4.06	0.9898
19 ProjDoc	0.0	2.0	15.0	28.0	16.0	61	3.95	0.8047
20 FundsMgmt	0.0	12.0	20.0	46.0	19.0	97	3.74	0.9160
21 AEContracts	0.0	5.0	13.0	33.0	23.0	74	4.00	0.8759
22 EngDesQual	3.0	9.0	17.0	40.0	29.0	98	3.85	1.0488
23 JOC	0.0	4.0	9.0	17.0	19.0	49	4.04	0.9565
24 ConsQual	1.0	7.0	15.0	43.0	35.0	101	4.03	0.9323
25 ConsCompletion	3.0	11.0	22.0	39.0	29.0	104	3.77	1.0633
26 ConsTurnover	2.0	2.0	19.0	33.0	24.0	80	3.94	0.9324
27 ConsPostSupport	1.0	6.0	21.0	25.0	23.0	76	3.83	0.9985
28 EndUserSat	2.0	6.0	15.0	46.0	33.0	102	4.00	0.9440
29 Maintainability	1.0	3.0	21.0	34.0	24.0	83	3.93	0.8942
30 Privatization	0.0	1.0	2.0	6.0	6.0	15	4.13	0.9155
<i>Questions 1-10</i>	<i>26.5</i>	<i>112.0</i>	<i>234.5</i>	<i>588.0</i>	<i>584.0</i>	<i>1,545</i>	<i>4.03</i>	<i>0.9868</i>

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)

APPENDIX III

DATA FROM ALL RESPONDENTS BY MAJOR COMMAND:

Army Material Command
FORSCOM
TRADOC
Other Army Customers

Air Combat Command
Air Force Materiel Command
Air Mobility Command
Other Air Force Customers

Department of Defense Customers
Non-DOD Customers

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Army Materiel Command

Survey year: 1998
Total responses: 42

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	4.0	5.0	19.0	11.0	40	3.88	1.0175
2 Management	2.0	4.5	7.5	13.0	12.0	39	3.73	1.1773
3 TeamMember	0.0	4.0	1.0	17.0	19.0	41	4.24	0.9160
4 Listens	0.0	8.0	7.0	15.0	10.0	40	3.68	1.0715
5 Timeliness	2.0	6.0	11.0	12.0	10.0	41	3.54	1.1640
6 Quality	1.0	5.0	10.0	12.0	10.0	38	3.66	1.0973
7 Cost	3.0	3.0	13.0	11.0	4.0	34	3.29	1.0879
8 Flexibility	0.0	6.0	7.0	12.0	16.0	41	3.93	1.0814
9 Informative	0.0	4.0	6.0	18.0	13.0	41	3.98	0.9351
10 FutureChoice	1.0	4.0	10.0	13.0	9.0	37	3.68	1.0555
11 Overall	0.5	6.0	9.5	14.0	11.0	41	3.71	1.0664
12 Planning	0.0	1.0	2.0	10.0	2.0	15	3.87	0.7432
13 Studies	1.0	3.0	5.0	12.0	7.0	28	3.75	1.0758
14 EnvStudies	0.0	3.0	1.0	16.0	2.0	22	3.77	0.8125
15 EnvCompliance	0.0	1.0	5.0	10.0	4.0	20	3.85	0.8127
16 BRAC	0.0	1.0	2.0	6.0	7.0	16	4.19	0.9106
17 RealEstate	0.0	4.0	4.5	11.5	7.0	27	3.80	1.0073
18 ProjMan	1.0	3.0	8.0	13.0	9.0	34	3.76	1.0462
19 ProjDoc	0.0	0.0	6.0	7.0	4.0	17	3.88	0.7812
20 FundsMgmt	1.0	5.0	9.0	9.0	6.0	30	3.47	1.1059
21 AEContracts	2.0	3.0	11.0	9.0	3.0	28	3.29	1.0491
22 EngDesQual	1.0	9.0	4.0	11.0	2.0	27	3.15	1.0991
23 JOC	0.0	0.0	4.0	5.0	5.0	14	4.07	0.8287
24 ConsQual	1.0	4.5	8.5	13.0	4.0	31	3.47	1.0119
25 ConsCompletion	2.0	4.0	6.0	8.0	9.0	29	3.62	1.2653
26 ConsTurnover	1.0	1.0	9.0	5.0	8.0	24	3.75	1.1132
27 ConsPostSupport	3.0	2.0	9.0	6.0	6.0	26	3.38	1.2673
28 EndUserSat	1.0	3.0	6.0	11.0	5.0	26	3.62	1.0612
29 Maintainability	0.0	4.0	6.0	11.0	3.0	24	3.54	0.9315
30 Privatization	0.0	1.0	1.0	3.0	3.0	8	4.00	1.0690
Questions 1-10	10.0	48.5	77.5	142.0	114.0	392	3.77	1.0783

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Army FORSCOM

Survey year: 1998
Total responses: 37

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	0.0	6.0	12.0	18.0	36	4.33	0.7559
2 Management	0.0	0.0	8.0	14.0	15.0	37	4.19	0.7760
3 TeamMember	0.0	2.0	3.0	8.0	24.0	37	4.46	0.8691
4 Listens	0.0	2.0	4.0	14.0	17.0	37	4.24	0.8630
5 Timeliness	1.0	1.0	10.0	14.0	11.0	37	3.89	0.9656
6 Quality	0.0	1.0	6.0	16.0	14.0	37	4.16	0.7998
7 Cost	2.0	4.0	10.0	17.0	3.0	36	3.42	0.9964
8 Flexibility	0.0	1.0	5.0	12.0	19.0	37	4.32	0.8183
9 Informative	0.0	3.0	4.0	13.0	17.0	37	4.19	0.9380
10 FutureChoice	0.0	1.0	7.0	13.0	15.0	36	4.17	0.8452
11 Overall	0.0	1.0	6.5	14.5	15.0	37	4.18	0.8226
12 Planning	0.0	1.0	2.0	10.0	5.0	18	4.06	0.8024
13 Studies	1.0	1.0	3.0	14.0	8.0	27	4.00	0.9608
14 EnvStudies	1.0	0.0	3.0	12.0	6.0	22	4.00	0.9258
15 EnvCompliance	1.0	0.0	2.0	10.0	8.0	21	4.14	0.9636
16 BRAC	0.0	0.0	3.0	5.0	5.0	13	4.15	0.8006
17 RealEstate	0.0	3.0	4.0	5.0	14.0	26	4.15	1.0842
18 ProjMan	0.0	0.0	6.0	15.0	12.0	33	4.18	0.7269
19 ProjDoc	0.0	1.0	5.0	7.0	4.0	17	3.82	0.8828
20 FundsMgmt	2.0	2.0	7.0	10.0	8.0	29	3.69	1.1681
21 AEContracts	0.0	1.0	3.0	11.0	11.0	26	4.23	0.8152
22 EngDesQual	0.0	1.0	6.0	11.0	8.0	26	4.00	0.8485
23 JOC	0.0	2.0	0.0	2.0	7.0	11	4.27	1.1909
24 ConsQual	1.0	0.0	4.0	14.0	8.0	27	4.04	0.8979
25 ConsCompletion	0.0	0.0	10.0	11.0	6.0	27	3.85	0.7698
26 ConsTurnover	0.0	0.0	5.0	12.0	6.0	23	4.04	0.7057
27 ConsPostSupport	1.0	1.0	11.0	3.0	6.0	22	3.55	1.1010
28 EndUserSat	1.0	0.0	4.0	13.0	6.0	24	3.96	0.9079
29 Maintainability	0.0	2.0	5.0	11.0	5.0	23	3.83	0.8869
30 Privatization	0.0	1.0	1.0	5.0	8.0	15	4.33	0.8997
<i>Questions 1-10</i>	<i>3.0</i>	<i>15.0</i>	<i>63.0</i>	<i>133.0</i>	<i>153.0</i>	<i>367</i>	<i>4.14</i>	<i>0.8992</i>

Customer Satisfaction Survey
US Army Corps of Engineers
Military Programs

Respondents: All Respondents
Customer: MACOM - Army TRADOC

Survey year: 1998
Total responses: 38

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	0.0	10.0	13.0	13.0	36	4.08	0.8062
2 Management	0.0	1.0	5.0	18.5	12.5	37	4.15	0.7580
3 TeamMember	0.0	1.0	2.0	15.0	19.0	37	4.41	0.7249
4 Listens	0.0	0.0	8.5	19.5	9.0	37	4.01	0.6971
5 Timeliness	0.0	1.0	12.0	16.0	8.0	37	3.84	0.7998
6 Quality	0.0	0.0	8.0	20.0	8.0	36	4.00	0.6761
7 Cost	0.0	5.0	17.0	12.0	3.0	37	3.35	0.8238
8 Flexibility	0.0	1.0	7.0	15.0	14.0	37	4.14	0.8220
9 Informative	0.0	1.0	9.0	12.0	15.0	37	4.11	0.8751
10 FutureChoice	0.0	1.0	8.0	14.0	14.0	37	4.11	0.8427
11 Overall	0.0	1.0	8.5	17.5	9.0	36	3.96	0.7826
12 Planning	0.0	0.0	2.0	9.0	5.0	16	4.19	0.6551
13 Studies	0.0	1.0	4.0	13.0	8.0	26	4.08	0.7961
14 EnvStudies	0.0	0.0	3.0	7.0	8.0	18	4.28	0.7519
15 EnvCompliance	0.0	0.0	1.0	6.0	6.0	13	4.38	0.6504
16 BRAC	0.0	1.0	1.0	4.0	7.0	13	4.31	0.9473
17 RealEstate	0.0	1.0	5.0	11.0	7.0	24	4.00	0.8341
18 ProjMan	0.0	1.0	7.0	15.0	10.0	33	4.03	0.8095
19 ProjDoc	0.0	0.0	0.0	8.0	4.0	12	4.33	0.4924
20 FundsMgmt	0.0	1.0	6.0	11.0	6.0	24	3.92	0.8297
21 AEContracts	0.0	0.0	4.0	11.0	12.0	27	4.30	0.7240
22 EngDesQual	0.0	0.0	9.0	14.0	5.0	28	3.86	0.7052
23 JOC	0.0	1.0	2.0	1.0	7.0	11	4.27	1.1037
24 ConsQual	0.0	0.0	6.0	16.0	6.0	28	4.00	0.6667
25 ConsCompletion	0.0	1.0	7.0	17.0	4.0	29	3.83	0.7106
26 ConsTurnover	0.0	0.0	7.0	15.0	5.0	27	3.93	0.6752
27 ConsPostSupport	0.0	4.0	10.0	6.0	8.0	28	3.64	1.0616
28 EndUserSat	0.0	0.0	5.0	18.5	6.5	30	4.05	0.6277
29 Maintainability	0.0	1.0	11.5	11.5	6.0	30	3.75	0.8226
30 Privatization	0.0	1.0	2.0	2.0	5.0	10	4.10	1.1005
<i>Questions 1-10</i>	<i>0.0</i>	<i>11.0</i>	<i>86.5</i>	<i>155.0</i>	<i>115.5</i>	<i>368</i>	<i>4.02</i>	<i>0.8185</i>

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Army other

Survey year: 1998
Total responses: 223

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	18.0	41.0	97.0	57.0	214	3.89	0.9104
2 Management	2.0	19.0	49.0	105.0	40.0	215	3.75	0.8911
3 TeamMember	5.0	13.0	42.0	77.0	83.0	220	4.00	1.0068
4 Listens	5.0	23.0	41.0	103.0	48.0	220	3.75	0.9856
5 Timeliness	11.0	31.0	59.0	89.0	31.0	221	3.44	1.0543
6 Quality	4.0	15.0	52.5	104.5	43.0	219	3.76	0.9071
7 Cost	13.0	34.5	75.5	70.0	18.0	211	3.22	1.0205
8 Flexibility	6.0	22.0	44.0	84.0	64.0	220	3.81	1.0512
9 Informative	2.0	25.0	51.0	91.0	52.0	221	3.75	0.9707
10 FutureChoice	10.0	20.5	46.5	90.0	47.0	214	3.67	1.0665
11 Overall	6.0	21.0	45.0	109.0	37.0	218	3.69	0.9571
12 Planning	3.0	1.0	14.0	54.0	13.0	85	3.86	0.8187
13 Studies	1.0	10.0	32.0	71.0	23.0	137	3.77	0.8425
14 EnvStudies	6.0	12.0	27.0	64.0	20.0	129	3.62	1.0093
15 EnvCompliance	2.0	10.0	22.0	60.0	23.0	117	3.79	0.9175
16 BRAC	2.0	4.0	18.0	32.0	16.0	72	3.78	0.9527
17 RealEstate	3.0	12.0	20.0	42.0	17.0	94	3.62	1.0276
18 ProjMan	1.0	16.0	28.0	76.0	55.0	176	3.95	0.9431
19 ProjDoc	1.0	10.0	24.0	48.0	18.0	101	3.71	0.9092
20 FundsMgmt	5.5	27.5	32.0	67.0	19.0	151	3.44	1.0431
21 AEContracts	1.0	15.0	28.5	74.5	23.0	142	3.73	0.8835
22 EngDesQual	3.0	18.5	37.5	80.0	17.0	156	3.57	0.9057
23 JOC	1.0	2.0	13.0	37.5	18.5	72	3.98	0.8262
24 ConsQual	0.0	10.0	29.0	88.0	18.0	145	3.79	0.7471
25 ConsCompletion	5.0	19.0	41.5	64.5	18.0	148	3.48	0.9792
26 ConsTurnover	1.0	10.0	45.5	60.5	17.0	134	3.62	0.8304
27 ConsPostSupport	5.0	10.0	39.0	62.0	12.0	128	3.52	0.9135
28 EndUserSat	1.0	6.0	36.0	77.5	19.5	140	3.78	0.7653
29 Maintainability	2.0	10.0	39.0	66.0	14.0	131	3.61	0.8373
30 Privatization	3.0	2.0	9.0	9.0	3.0	26	3.27	1.1509
<i>Questions 1-10</i>	<i>59.0</i>	<i>221.0</i>	<i>501.5</i>	<i>910.5</i>	<i>483.0</i>	<i>2,175</i>	<i>3.71</i>	<i>1.0088</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - AF Air Combat Command

Survey year: 1998
Total responses: 47

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	1.0	7.0	15.0	23.0	46	4.30	0.8129
2 Management	0.0	3.0	12.0	19.5	12.5	47	3.88	0.8829
3 TeamMember	0.0	1.5	5.5	13.0	27.0	47	4.39	0.8238
4 Listens	1.0	3.0	7.0	17.0	19.0	47	4.06	1.0087
5 Timeliness	0.0	2.0	13.0	18.0	14.0	47	3.94	0.8699
6 Quality	0.0	1.5	12.5	17.0	16.0	47	4.01	0.8660
7 Cost	1.0	5.0	14.0	14.0	9.0	43	3.58	1.0289
8 Flexibility	0.0	2.0	6.0	17.0	22.0	47	4.26	0.8462
9 Informative	1.0	1.0	12.5	14.0	17.5	46	4.00	0.9775
10 FutureChoice	2.0	1.0	6.0	21.0	15.0	45	4.02	0.9883
11 Overall	0.0	2.0	7.5	20.5	15.0	45	4.08	0.8289
12 Planning	0.0	0.0	3.0	5.0	5.0	13	4.15	0.8006
13 Studies	0.0	0.0	5.0	8.0	12.0	25	4.28	0.7916
14 EnvStudies	0.0	2.0	3.0	7.0	6.0	18	3.94	0.9984
15 EnvCompliance	0.5	3.5	2.0	5.0	7.0	18	3.81	1.2560
16 BRAC	0.0	0.0	1.0	2.0	4.0	7	4.43	0.7868
17 RealEstate	0.0	0.0	3.0	7.0	7.0	17	4.24	0.7524
18 ProjMan	0.0	2.0	7.0	18.0	17.0	44	4.14	0.8516
19 ProjDoc	1.0	1.0	6.0	5.0	3.0	16	3.50	1.0954
20 FundsMgmt	0.0	4.0	9.0	16.0	7.0	36	3.72	0.9137
21 AEContracts	0.0	4.0	6.0	19.0	12.0	41	3.95	0.9206
22 EngDesQual	1.0	1.0	9.0	22.0	8.0	41	3.85	0.8533
23 JOC	0.0	1.0	5.0	4.0	6.0	16	3.94	0.9979
24 ConsQual	0.0	1.0	10.0	16.0	13.0	40	4.03	0.8317
25 ConsCompletion	0.0	9.0	15.0	13.0	6.0	43	3.37	0.9765
26 ConsTurnover	0.0	2.0	16.0	12.0	11.0	41	3.78	0.9086
27 ConsPostSupport	0.0	4.0	9.0	15.0	9.0	37	3.78	0.9468
28 EndUserSat	0.0	1.0	6.0	17.0	14.0	38	4.16	0.7893
29 Maintainability	0.0	0.0	8.0	21.0	9.0	38	4.03	0.6773
30 Privatization	0.0	0.0	1.0	1.0	2.0	4	4.25	0.9574
Questions 1-10	5.0	21.0	95.5	165.5	175.0	462	4.05	0.9296

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - AF Materiel Command

Survey year: 1998
Total responses: 30

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	0.0	4.0	15.0	11.0	30	4.23	0.6789
2 Management	0.0	4.0	8.0	10.0	7.0	29	3.69	1.0037
3 TeamMember	0.0	0.0	4.0	13.0	13.0	30	4.30	0.7022
4 Listens	0.0	0.0	8.0	17.0	5.0	30	3.90	0.6618
5 Timeliness	0.0	3.0	13.0	9.0	5.0	30	3.53	0.8996
6 Quality	0.0	0.0	7.0	15.0	8.0	30	4.03	0.7184
7 Cost	0.0	2.0	13.0	12.0	2.0	29	3.48	0.7378
8 Flexibility	0.0	3.0	5.0	15.0	7.0	30	3.87	0.8996
9 Informative	0.0	1.0	10.0	12.0	7.0	30	3.83	0.8339
10 FutureChoice	0.0	1.0	7.0	14.0	7.0	29	3.93	0.7987
11 Overall	0.0	1.0	7.0	17.0	5.0	30	3.87	0.7303
12 Planning	0.0	0.0	2.0	4.0	3.0	9	4.11	0.7817
13 Studies	0.0	2.0	7.0	9.0	3.0	21	3.62	0.8646
14 EnvStudies	0.0	0.0	5.0	1.0	1.0	7	3.43	0.7868
15 EnvCompliance	0.0	0.0	4.0	2.0	0.0	6	3.33	0.5164
16 BRAC	0.0	1.0	1.0	3.0	0.0	5	3.40	0.8944
17 RealEstate	0.0	0.0	1.0	3.0	1.0	5	4.00	0.7071
18 ProjMan	0.0	1.0	8.0	12.0	7.0	28	3.89	0.8317
19 ProjDoc	0.0	1.0	6.0	3.0	1.0	11	3.36	0.8090
20 FundsMgmt	0.0	6.0	9.0	6.0	3.0	24	3.25	0.9891
21 AEContracts	0.0	0.0	6.0	9.0	8.0	23	4.09	0.7928
22 EngDesQual	0.0	0.0	8.0	14.0	1.0	23	3.70	0.5588
23 JOC	0.0	0.0	3.0	7.0	1.0	11	3.82	0.6030
24 ConsQual	0.0	2.0	3.0	8.0	11.0	24	4.17	0.9631
25 ConsCompletion	0.0	3.0	7.0	9.0	4.0	23	3.61	0.9409
26 ConsTurnover	0.0	1.0	7.0	8.0	4.0	20	3.75	0.8507
27 ConsPostSupport	0.0	2.0	4.0	8.0	5.0	19	3.84	0.9582
28 EndUserSat	0.0	1.0	3.0	9.0	8.0	21	4.14	0.8536
29 Maintainability	0.0	0.0	9.0	8.0	4.0	21	3.76	0.7684
30 Privatization	0.0	0.0	1.0	1.0	0.0	2	3.50	0.7071
<i>Questions 1-10</i>	<i>0.0</i>	<i>14.0</i>	<i>79.0</i>	<i>132.0</i>	<i>72.0</i>	<i>297</i>	<i>3.88</i>	<i>0.8279</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - AF Air Mobility Command

Survey year: 1998
Total responses: 20

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	0.0	2.0	8.0	10.0	20	4.40	0.6806
2 Management	0.0	1.0	2.0	11.0	6.0	20	4.10	0.7881
3 TeamMember	0.0	0.0	2.0	8.0	10.0	20	4.40	0.6806
4 Listens	0.0	1.0	3.0	8.0	8.0	20	4.15	0.8751
5 Timeliness	0.0	1.0	3.0	12.0	4.0	20	3.95	0.7592
6 Quality	0.0	0.0	2.0	14.0	4.0	20	4.10	0.5525
7 Cost	0.0	1.0	5.0	14.0	0.0	20	3.65	0.5871
8 Flexibility	0.0	0.0	3.0	9.0	8.0	20	4.25	0.7164
9 Informative	0.0	0.0	3.0	11.0	6.0	20	4.15	0.6708
10 FutureChoice	0.0	0.0	5.0	7.0	8.0	20	4.15	0.8127
11 Overall	0.0	0.0	4.0	10.5	5.5	20	4.08	0.7029
12 Planning	0.0	0.0	1.0	1.0	0.0	2	3.50	0.7071
13 Studies	0.0	0.0	3.0	4.0	2.0	9	3.89	0.7817
14 EnvStudies	0.0	1.0	0.0	2.0	0.0	3	3.33	1.1547
15 EnvCompliance	0.0	1.0	0.0	2.0	2.0	5	4.00	1.2247
16 BRAC	0.0	0.0	0.0	1.0	1.0	2	4.50	0.7071
17 RealEstate	0.0	0.0	4.0	4.0	0.0	8	3.50	0.5345
18 ProjMan	0.0	0.0	2.0	9.0	7.0	18	4.28	0.6691
19 ProjDoc	0.0	0.0	2.0	2.0	0.0	4	3.50	0.5774
20 FundsMgmt	0.0	1.0	0.0	9.0	5.0	15	4.20	0.7746
21 AEContracts	0.0	0.0	1.0	10.0	2.0	13	4.08	0.4935
22 EngDesQual	0.0	0.0	5.0	10.0	1.0	16	3.75	0.5774
23 JOC	0.0	0.0	1.0	3.0	0.0	4	3.75	0.5000
24 ConsQual	0.0	0.0	4.0	7.0	7.0	18	4.17	0.7859
25 ConsCompletion	0.0	3.0	4.0	5.0	5.0	17	3.71	1.1048
26 ConsTurnover	0.0	3.0	5.0	6.0	3.0	17	3.53	1.0073
27 ConsPostSupport	0.0	0.0	3.0	8.0	4.0	15	4.07	0.7037
28 EndUserSat	0.0	0.0	2.0	9.0	5.0	16	4.19	0.6551
29 Maintainability	0.0	0.0	3.0	8.0	3.0	14	4.00	0.6794
30 Privatization	0.0	0.0	0.0	0.0	0.0	0	n/a	n/a
Questions 1-10	0.0	4.0	30.0	102.0	64.0	200	4.13	0.7320

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - AF other

Survey year: 1998
Total responses: 94

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	5.0	14.0	33.0	40.0	93	4.14	0.9394
2 Management	2.0	5.0	15.5	36.5	29.0	88	3.97	0.9734
3 TeamMember	0.0	8.0	3.0	34.0	48.0	93	4.31	0.8966
4 Listens	1.0	8.0	15.0	31.0	38.0	93	4.04	1.0099
5 Timeliness	0.0	11.0	24.5	28.5	28.0	92	3.80	1.0097
6 Quality	1.0	9.0	15.0	38.0	29.0	92	3.92	0.9860
7 Cost	2.0	9.5	29.5	29.0	16.0	86	3.55	0.9957
8 Flexibility	3.0	2.0	22.5	31.5	32.0	91	3.96	0.9965
9 Informative	1.0	5.0	17.0	32.0	39.0	94	4.10	0.9512
10 FutureChoice	5.0	9.0	13.5	33.5	32.0	93	3.84	1.1621
11 Overall	0.0	9.5	17.0	34.5	32.0	93	3.96	0.9715
12 Planning	2.0	2.0	4.0	11.0	9.0	28	3.82	1.1880
13 Studies	2.0	1.0	9.5	18.5	13.0	44	3.90	1.0120
14 EnvStudies	0.0	1.0	8.0	7.0	7.0	23	3.87	0.9197
15 EnvCompliance	0.0	1.0	6.0	7.0	9.0	23	4.04	0.9283
16 BRAC	0.0	1.0	1.0	14.0	5.0	21	4.10	0.7003
17 RealEstate	0.0	2.0	10.0	13.0	8.0	33	3.82	0.8823
18 ProjMan	1.0	7.0	9.0	28.5	27.5	73	4.02	1.0102
19 ProjDoc	1.0	3.0	8.0	11.0	8.0	31	3.71	1.0706
20 FundsMgmt	3.0	4.0	18.0	21.0	11.0	57	3.58	1.0513
21 AEContracts	3.0	2.0	12.0	32.0	17.0	66	3.88	0.9847
22 EngDesQual	3.0	6.0	16.5	26.5	16.0	68	3.68	1.0700
23 JOC	1.0	1.0	3.5	6.5	2.0	14	3.54	1.0913
24 ConsQual	0.0	3.0	12.0	24.5	20.5	60	4.04	0.8675
25 ConsCompletion	2.0	10.0	13.0	17.0	16.0	58	3.60	1.1689
26 ConsTurnover	0.0	5.0	14.0	25.0	10.0	54	3.74	0.8728
27 ConsPostSupport	1.0	6.0	12.0	23.0	11.0	53	3.70	0.9920
28 EndUserSat	1.0	1.0	13.0	31.0	13.0	59	3.92	0.8155
29 Maintainability	0.0	3.0	12.0	29.0	12.0	56	3.89	0.8018
30 Privatization	0.0	0.0	1.0	1.0	1.0	3	4.00	1.0000
<i>Questions 1-10</i>	<i>16.0</i>	<i>71.5</i>	<i>169.5</i>	<i>327.0</i>	<i>331.0</i>	<i>915</i>	<i>3.97</i>	<i>1.0085</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Department of Defense

Survey year: 1998
Total responses: 39

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	1.0	3.0	16.0	17.0	37	4.32	0.7474
2 Management	0.0	2.0	6.0	10.0	20.0	38	4.26	0.9208
3 TeamMember	1.0	0.0	2.0	8.0	28.0	39	4.59	0.8181
4 Listens	0.0	2.0	6.0	17.0	14.0	39	4.10	0.8521
5 Timeliness	0.0	4.0	3.0	17.0	15.0	39	4.10	0.9402
6 Quality	0.0	2.0	4.0	14.0	18.0	38	4.26	0.8601
7 Cost	0.0	2.0	5.0	10.0	6.0	23	3.87	0.9197
8 Flexibility	0.0	1.0	3.0	19.0	16.0	39	4.28	0.7236
9 Informative	0.0	1.0	3.0	17.0	18.0	39	4.33	0.7375
10 FutureChoice	0.0	4.5	2.5	14.0	15.0	36	4.10	1.0023
11 Overall	0.0	2.0	3.0	18.0	16.0	39	4.23	0.8099
12 Planning	0.0	0.0	0.0	8.0	5.0	13	4.38	0.5064
13 Studies	0.0	0.0	0.0	11.0	6.0	17	4.35	0.4926
14 EnvStudies	0.0	0.0	1.0	7.0	4.0	12	4.25	0.6216
15 EnvCompliance	0.0	0.0	2.0	4.0	4.0	10	4.20	0.7888
16 BRAC	0.0	0.0	0.0	1.0	2.0	3	4.67	0.5774
17 RealEstate	0.0	1.0	0.0	5.0	1.0	7	3.86	0.8997
18 ProjMan	0.0	2.0	3.0	11.0	14.0	30	4.23	0.8976
19 ProjDoc	0.0	0.0	4.0	3.0	7.0	14	4.21	0.8926
20 FundsMgmt	0.0	2.0	1.0	8.0	6.0	17	4.06	0.9663
21 AEContracts	0.0	2.0	3.0	7.0	9.0	21	4.10	0.9952
22 EngDesQual	0.0	4.0	3.0	8.0	13.0	28	4.07	1.0862
23 JOC	0.0	0.0	0.0	3.0	5.0	8	4.63	0.5175
24 ConsQual	0.0	1.0	3.0	12.0	13.0	29	4.28	0.7972
25 ConsCompletion	0.0	2.0	3.0	13.0	12.0	30	4.17	0.8743
26 ConsTurnover	0.0	0.0	5.0	8.0	10.0	23	4.22	0.7952
27 ConsPostSupport	0.0	2.0	4.0	7.0	9.0	22	4.05	0.9989
28 EndUserSat	1.0	0.0	4.0	13.0	13.0	31	4.19	0.9099
29 Maintainability	0.0	0.0	7.0	8.0	10.0	25	4.12	0.8327
30 Privatization	0.0	1.0	0.0	0.0	2.0	3	4.00	1.7321
Questions 1-10	1.0	19.5	37.5	142.0	167.0	367	4.24	0.8599

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents: All Respondents
Customer: MACOM - Other undefined

Survey year: 1998
Total responses: 125

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	6.0	15.0	52.0	45.0	118	4.15	0.8334
2 Management	2.0	9.0	19.0	48.0	37.0	115	3.95	0.9809
3 TeamMember	0.0	7.0	14.0	43.0	55.0	119	4.23	0.8776
4 Listens	3.0	7.0	21.0	43.0	46.0	120	4.02	1.0124
5 Timeliness	2.0	16.0	25.0	38.0	38.0	119	3.79	1.0883
6 Quality	3.0	7.0	17.0	50.0	42.0	119	4.02	0.9828
7 Cost	3.0	16.0	26.0	43.0	23.0	111	3.60	1.0555
8 Flexibility	3.0	10.0	17.0	43.0	46.0	119	4.00	1.0496
9 Informative	3.0	8.0	25.0	41.0	43.0	120	3.94	1.0314
10 FutureChoice	6.5	6.5	18.0	45.0	42.0	118	3.93	1.1090
11 Overall	1.0	7.0	23.0	47.5	40.5	119	4.00	0.9229
12 Planning	2.0	1.0	14.0	24.0	17.0	58	3.91	0.9603
13 Studies	1.0	2.0	21.0	28.0	21.0	73	3.90	0.9001
14 EnvStudies	1.0	2.0	13.0	22.0	21.0	59	4.02	0.9376
15 EnvCompliance	0.0	3.0	11.0	14.0	19.0	47	4.04	0.9546
16 BRAC	0.0	1.0	6.0	4.0	4.0	15	3.73	0.9612
17 RealEstate	1.0	2.0	2.0	16.0	16.0	37	4.19	0.9672
18 ProjMan	2.0	8.0	12.0	38.0	35.0	95	4.01	1.0158
19 ProjDoc	0.0	2.0	11.0	25.0	9.0	47	3.87	0.7694
20 FundsMgmt	0.0	10.0	19.0	38.0	13.0	80	3.68	0.8969
21 AEContracts	0.0	3.0	10.0	26.0	14.0	53	3.96	0.8312
22 EngDesQual	3.0	5.0	14.0	32.0	16.0	70	3.76	1.0277
23 JOC	0.0	4.0	9.0	14.0	14.0	41	3.93	0.9846
24 ConsQual	1.0	6.0	12.0	31.0	22.0	72	3.93	0.9689
25 ConsCompletion	3.0	9.0	19.0	26.0	17.0	74	3.61	1.0957
26 ConsTurnover	2.0	2.0	14.0	25.0	14.0	57	3.82	0.9659
27 ConsPostSupport	1.0	4.0	17.0	18.0	14.0	54	3.74	0.9940
28 EndUserSat	1.0	6.0	11.0	33.0	20.0	71	3.92	0.9524
29 Maintainability	1.0	3.0	14.0	26.0	14.0	58	3.84	0.9139
30 Privatization	0.0	0.0	2.0	6.0	4.0	12	4.17	0.7177
Questions 1-10	25.5	92.5	197.0	446.0	417.0	1,178	3.96	1.0148

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)

APPENDIX IV

DATA FROM HEADQUARTERS RESPONDENTS:

All Headquarters Respondents
Headquarters Army Customers
Headquarters Air Force Customers
Headquarters Other Customers

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: Headquarters
Customer: All Customers

Survey year: 1998
Total responses: 81

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	6.0	13.0	34.0	22.0	76	3.92	0.9489
2 Management	1.0	7.0	17.0	30.0	18.0	73	3.78	0.9753
3 TeamMember	1.0	8.0	13.0	23.0	33.0	78	4.01	1.0629
4 Listens	2.0	7.0	16.0	26.0	25.0	76	3.86	1.0671
5 Timeliness	2.0	8.0	23.0	30.0	14.0	77	3.60	0.9902
6 Quality	2.0	7.0	19.0	30.0	20.0	78	3.76	1.0217
7 Cost	2.0	14.0	27.0	21.0	9.0	73	3.29	1.0066
8 Flexibility	1.0	9.0	19.0	26.0	21.0	76	3.75	1.0344
9 Informative	0.0	7.0	29.0	21.0	21.0	78	3.72	0.9656
10 FutureChoice	4.5	4.5	20.5	28.5	19.0	77	3.69	1.0914
11 Overall	2.0	7.0	21.5	30.0	17.5	78	3.69	1.0040
12 Planning	1.0	0.0	6.0	15.0	7.0	29	3.93	0.8836
13 Studies	0.0	4.0	15.0	16.0	11.0	46	3.74	0.9294
14 EnvStudies	1.0	2.0	12.0	13.0	6.0	34	3.62	0.9539
15 EnvCompliance	0.0	2.0	9.0	9.0	6.0	26	3.73	0.9190
16 BRAC	2.0	1.0	5.0	12.0	2.0	22	3.50	1.0579
17 RealEstate	2.0	3.0	4.0	15.0	11.0	35	3.86	1.1413
18 ProjMan	1.0	7.0	14.0	25.0	14.0	61	3.72	1.0022
19 ProjDoc	0.0	3.0	6.0	14.0	11.0	34	3.97	0.9370
20 FundsMgmt	1.0	13.0	20.0	10.0	13.0	57	3.37	1.1281
21 AEContracts	2.0	3.0	12.0	16.0	9.0	42	3.64	1.0551
22 EngDesQual	1.0	7.0	14.0	21.0	7.0	50	3.52	0.9739
23 JOC	0.0	2.0	3.0	9.0	3.0	17	3.76	0.9034
24 ConsQual	0.0	5.0	10.0	18.0	12.0	45	3.82	0.9603
25 ConsCompletion	0.0	9.0	18.0	13.0	8.0	48	3.42	0.9857
26 ConsTurnover	1.0	4.0	13.0	13.0	8.0	39	3.59	1.0187
27 ConsPostSupport	0.0	6.0	15.0	9.0	6.0	36	3.42	0.9673
28 EndUserSat	0.0	2.0	15.0	17.0	6.0	40	3.68	0.7970
29 Maintainability	0.0	3.0	13.0	16.0	4.0	36	3.58	0.8062
30 Privatization	2.0	1.0	4.0	0.0	3.0	10	3.10	1.5239
<i>Questions 1-10</i>	<i>16.5</i>	<i>77.5</i>	<i>196.5</i>	<i>269.5</i>	<i>202.0</i>	<i>762</i>	<i>3.74</i>	<i>1.0285</i>

Customer Satisfaction Survey
US Army Corps of Engineers
Military Programs

Respondents: Headquarters
Customer: Army

Survey year: 1998
Total responses: 34

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	4.0	7.0	17.0	4.0	32	3.66	0.8654
2 Management	1.0	3.0	8.0	13.0	6.0	31	3.65	1.0181
3 TeamMember	1.0	4.0	8.0	12.0	9.0	34	3.71	1.0879
4 Listens	1.0	3.0	8.0	15.0	5.0	32	3.63	0.9755
5 Timeliness	1.0	3.0	15.0	11.0	3.0	33	3.36	0.8951
6 Quality	0.0	4.0	13.0	13.0	4.0	34	3.50	0.8616
7 Cost	1.0	8.0	14.0	6.0	3.0	32	3.06	0.9817
8 Flexibility	0.0	4.0	10.0	12.0	8.0	34	3.71	0.9701
9 Informative	0.0	4.0	15.0	7.0	8.0	34	3.56	0.9906
10 FutureChoice	2.0	2.5	12.0	12.5	4.0	33	3.42	1.0164
11 Overall	2.0	3.0	11.5	13.5	4.0	34	3.43	1.0197
12 Planning	1.0	0.0	3.0	7.0	3.0	14	3.79	1.0509
13 Studies	0.0	3.0	8.0	6.0	3.0	20	3.45	0.9445
14 EnvStudies	1.0	2.0	8.0	7.0	2.0	20	3.35	0.9881
15 EnvCompliance	0.0	1.0	6.0	5.0	2.0	14	3.57	0.8516
16 BRAC	2.0	1.0	5.0	7.0	1.0	16	3.25	1.1255
17 RealEstate	1.0	2.0	1.0	11.0	4.0	19	3.79	1.0842
18 ProjMan	1.0	4.0	6.0	10.0	5.0	26	3.54	1.1038
19 ProjDoc	0.0	3.0	2.0	8.0	5.0	18	3.83	1.0432
20 FundsMgmt	1.0	7.0	8.0	2.0	4.0	22	3.05	1.1742
21 AEContracts	1.0	3.0	4.0	6.0	3.0	17	3.41	1.1757
22 EngDesQual	0.0	5.0	5.0	8.0	2.0	20	3.35	0.9881
23 JOC	0.0	1.0	1.0	3.0	1.0	6	3.67	1.0328
24 ConsQual	0.0	3.0	4.0	7.0	4.0	18	3.67	1.0290
25 ConsCompletion	0.0	3.0	8.0	7.0	2.0	20	3.40	0.8826
26 ConsTurnover	0.0	1.0	6.0	7.0	3.0	17	3.71	0.8489
27 ConsPostSupport	0.0	4.0	6.0	6.0	1.0	17	3.24	0.9034
28 EndUserSat	0.0	1.0	7.0	8.0	2.0	18	3.61	0.7775
29 Maintainability	0.0	1.0	6.0	7.0	2.0	16	3.63	0.8062
30 Privatization	2.0	1.0	3.0	0.0	3.0	9	3.11	1.6159
<i>Questions 1-10</i>	<i>7.0</i>	<i>39.5</i>	<i>110.0</i>	<i>118.5</i>	<i>54.0</i>	<i>329</i>	<i>3.53</i>	<i>0.9738</i>

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: Headquarters
Customer: Air Force

Survey year: 1998
Total responses: 18

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	1.0	0.0	3.0	8.0	6.0	18	4.00	1.0290
2 Management	0.0	1.0	6.0	7.0	2.0	16	3.63	0.8062
3 TeamMember	0.0	1.0	2.0	6.0	9.0	18	4.28	0.8948
4 Listens	0.0	1.0	5.0	6.0	6.0	18	3.94	0.9376
5 Timeliness	0.0	0.0	6.0	9.0	3.0	18	3.83	0.7071
6 Quality	0.0	1.0	4.0	8.0	5.0	18	3.94	0.8726
7 Cost	1.0	1.0	7.0	3.0	3.0	15	3.40	1.1212
8 Flexibility	0.0	1.0	4.0	8.0	4.0	17	3.88	0.8575
9 Informative	0.0	0.0	7.0	6.0	5.0	18	3.89	0.8324
10 FutureChoice	1.0	0.0	4.0	9.0	4.0	18	3.83	0.9852
11 Overall	0.0	1.0	5.0	9.5	2.5	18	3.75	0.7812
12 Planning	0.0	0.0	1.0	3.0	1.0	5	4.00	0.7071
13 Studies	0.0	0.0	4.0	4.0	3.0	11	3.91	0.8312
14 EnvStudies	0.0	0.0	2.0	0.0	1.0	3	3.67	1.1547
15 EnvCompliance	0.0	0.0	3.0	0.0	1.0	4	3.50	1.0000
16 BRAC	0.0	0.0	0.0	5.0	1.0	6	4.17	0.4082
17 RealEstate	0.0	0.0	2.0	0.0	2.0	4	4.00	1.1547
18 ProjMan	0.0	1.0	4.0	8.0	2.0	15	3.73	0.7988
19 ProjDoc	0.0	0.0	1.0	1.0	1.0	3	4.00	1.0000
20 FundsMgmt	0.0	3.0	6.0	3.0	3.0	15	3.40	1.0556
21 AEContracts	1.0	0.0	5.0	5.0	3.0	14	3.64	1.0818
22 EngDesQual	1.0	1.0	6.0	4.0	2.0	14	3.36	1.0818
23 JOC	0.0	0.0	1.0	4.0	0.0	5	3.80	0.4472
24 ConsQual	0.0	2.0	2.0	4.0	3.0	11	3.73	1.1037
25 ConsCompletion	0.0	4.0	6.0	1.0	1.0	12	2.92	0.9003
26 ConsTurnover	0.0	2.0	5.0	2.0	1.0	10	3.20	0.9189
27 ConsPostSupport	0.0	2.0	5.0	1.0	2.0	10	3.30	1.0593
28 EndUserSat	0.0	0.0	3.0	6.0	1.0	10	3.80	0.6325
29 Maintainability	0.0	1.0	4.0	6.0	0.0	11	3.45	0.6876
30 Privatization	0.0	0.0	0.0	0.0	0.0	0	n/a	n/a
<i>Questions 1-10</i>	<i>3.0</i>	<i>6.0</i>	<i>48.0</i>	<i>70.0</i>	<i>47.0</i>	<i>174</i>	<i>3.87</i>	<i>0.9099</i>

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: Headquarters
Customer: Other

Survey year: 1998
Total responses: 29

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	2.0	3.0	9.0	12.0	26	4.19	0.9389
2 Management	0.0	3.0	3.0	10.0	10.0	26	4.04	0.9992
3 TeamMember	0.0	3.0	3.0	5.0	15.0	26	4.23	1.0699
4 Listens	1.0	3.0	3.0	5.0	14.0	26	4.08	1.2304
5 Timeliness	1.0	5.0	2.0	10.0	8.0	26	3.73	1.2184
6 Quality	2.0	2.0	2.0	9.0	11.0	26	3.96	1.2484
7 Cost	0.0	5.0	6.0	12.0	3.0	26	3.50	0.9487
8 Flexibility	1.0	4.0	5.0	6.0	9.0	25	3.72	1.2423
9 Informative	0.0	3.0	7.0	8.0	8.0	26	3.81	1.0206
10 FutureChoice	1.5	2.0	4.5	7.0	11.0	26	3.92	1.2140
11 Overall	0.0	3.0	5.0	7.0	11.0	26	4.00	1.0583
12 Planning	0.0	0.0	2.0	5.0	3.0	10	4.10	0.7379
13 Studies	0.0	1.0	3.0	6.0	5.0	15	4.00	0.9258
14 EnvStudies	0.0	0.0	2.0	6.0	3.0	11	4.09	0.7006
15 EnvCompliance	0.0	1.0	0.0	4.0	3.0	8	4.13	0.9910
16 BRAC	0.0	0.0	0.0	0.0	0.0	0	n/a	n/a
17 RealEstate	1.0	1.0	1.0	4.0	5.0	12	3.92	1.3114
18 ProjMan	0.0	2.0	4.0	7.0	7.0	20	3.95	0.9987
19 ProjDoc	0.0	0.0	3.0	5.0	5.0	13	4.15	0.8006
20 FundsMgmt	0.0	3.0	6.0	5.0	6.0	20	3.70	1.0809
21 AEContracts	0.0	0.0	3.0	5.0	3.0	11	4.00	0.7746
22 EngDesQual	0.0	1.0	3.0	9.0	3.0	16	3.88	0.8062
23 JOC	0.0	1.0	1.0	2.0	2.0	6	3.83	1.1690
24 ConsQual	0.0	0.0	4.0	7.0	5.0	16	4.06	0.7719
25 ConsCompletion	0.0	2.0	4.0	5.0	5.0	16	3.81	1.0468
26 ConsTurnover	1.0	1.0	2.0	4.0	4.0	12	3.75	1.2881
27 ConsPostSupport	0.0	0.0	4.0	2.0	3.0	9	3.89	0.9280
28 EndUserSat	0.0	1.0	5.0	3.0	3.0	12	3.67	0.9847
29 Maintainability	0.0	1.0	3.0	3.0	2.0	9	3.67	1.0000
30 Privatization	0.0	0.0	1.0	0.0	0.0	1	3.00	n/a
<i>Questions 1-10</i>	<i>6.5</i>	<i>32.0</i>	<i>38.5</i>	<i>81.0</i>	<i>101.0</i>	<i>259</i>	<i>3.92</i>	<i>1.1211</i>

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)

APPENDIX V

DATA FROM INSTALLATION RESPONDENTS:

All Installation Respondents
Installation Army Customers
Installation Air Force Customers
Installation Other Customers

Customer Satisfaction Survey
US Army Corps of Engineers

Military Programs

Respondents: Installations
Customer: All Customers

Survey year: 1998
Total responses: 614

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	2.0	29.0	94.0	246.0	223.0	594	4.11	0.8652
2 Management	7.0	41.5	115.0	255.5	173.0	592	3.92	0.9321
3 TeamMember	5.0	28.5	65.5	213.0	293.0	605	4.26	0.8892
4 Listens	8.0	47.0	104.5	258.5	189.0	607	3.94	0.9541
5 Timeliness	14.0	68.0	150.5	223.5	150.0	606	3.71	1.0333
6 Quality	7.0	33.5	115.0	270.5	172.0	598	3.95	0.8989
7 Cost	22.0	68.0	181.0	211.0	75.0	557	3.45	0.9997
8 Flexibility	11.0	39.0	100.5	231.5	223.0	605	4.02	0.9785
9 Informative	7.0	42.0	111.5	240.0	206.5	607	3.98	0.9517
10 FutureChoice	20.0	44.0	103.0	236.0	185.0	588	3.89	1.0414
11 Overall	5.5	43.5	109.5	273.0	168.5	600	3.93	0.9120
12 Planning	6.0	6.0	38.0	121.0	57.0	228	3.95	0.8717
13 Studies	6.0	16.0	74.5	172.5	92.0	361	3.91	0.8844
14 EnvStudies	7.0	19.0	52.0	132.0	69.0	279	3.85	0.9553
15 EnvCompliance	3.5	17.5	46.0	111.0	76.0	254	3.94	0.9379
16 BRAC	0.0	8.0	28.0	60.0	49.0	145	4.03	0.8693
17 RealEstate	2.0	22.0	49.5	102.5	67.0	243	3.87	0.9495
18 ProjMan	4.0	33.0	76.0	210.5	179.5	503	4.05	0.9171
19 ProjDoc	3.0	15.0	66.0	105.0	47.0	236	3.75	0.8890
20 FundsMgmt	10.5	49.5	90.0	185.0	71.0	406	3.63	0.9919
21 AEContracts	4.0	27.0	72.5	192.5	102.0	398	3.91	0.8910
22 EngDesQual	10.0	37.5	98.0	207.5	80.0	433	3.72	0.9417
23 JOC	2.0	9.0	37.5	74.0	62.5	185	4.01	0.9148
24 ConsQual	3.0	22.5	81.5	211.5	110.5	429	3.94	0.8477
25 ConsCompletion	12.0	51.0	107.5	170.5	89.0	430	3.64	1.0259
26 ConsTurnover	3.0	20.0	114.5	163.5	80.0	381	3.78	0.8633
27 ConsPostSupport	11.0	29.0	103.0	147.0	78.0	368	3.68	0.9896
28 EndUserSat	6.0	16.0	75.0	215.0	104.0	416	3.95	0.8445
29 Maintainability	3.0	20.0	101.5	183.5	76.0	384	3.81	0.8397
30 Privatization	1.0	5.0	14.0	28.0	25.0	73	3.97	0.9714
<i>Questions 1-10</i>	<i>103.0</i>	<i>440.5</i>	<i>1,140.5</i>	<i>2,385.5</i>	<i>1,889.5</i>	<i>5,959</i>	<i>3.93</i>	<i>0.9769</i>

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents:
Customer:

Installations
Army

Survey year:
Total responses:

1998
306

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	2.0	18.0	55.0	124.0	95.0	294	3.99	0.9050
2 Management	3.0	21.5	61.5	137.5	73.5	297	3.87	0.9053
3 TeamMember	4.0	16.0	40.0	105.0	136.0	301	4.17	0.9434
4 Listens	4.0	30.0	52.5	136.5	79.0	302	3.85	0.9656
5 Timeliness	13.0	36.0	77.0	120.0	57.0	303	3.57	1.0585
6 Quality	5.0	17.0	63.5	139.5	71.0	296	3.86	0.9051
7 Cost	17.0	38.5	101.5	104.0	25.0	286	3.28	1.0040
8 Flexibility	6.0	26.0	53.0	111.0	105.0	301	3.94	1.0246
9 Informative	2.0	29.0	55.0	127.0	89.0	302	3.90	0.9559
10 FutureChoice	9.0	24.0	59.5	117.5	81.0	291	3.82	1.0300
11 Overall	4.5	26.0	58.0	141.5	68.0	298	3.81	0.9359
12 Planning	2.0	3.0	17.0	76.0	22.0	120	3.94	0.7592
13 Studies	3.0	12.0	36.0	104.0	43.0	198	3.87	0.8743
14 EnvStudies	6.0	13.0	26.0	92.0	34.0	171	3.79	0.9653
15 EnvCompliance	3.0	10.0	24.0	81.0	39.0	157	3.91	0.9085
16 BRAC	0.0	5.0	19.0	40.0	34.0	98	4.05	0.8660
17 RealEstate	2.0	18.0	32.5	58.5	41.0	152	3.78	1.0168
18 ProjMan	1.0	16.0	43.0	109.0	81.0	250	4.01	0.8894
19 ProjDoc	1.0	8.0	33.0	62.0	25.0	129	3.79	0.8540
20 FundsMgmt	7.5	28.5	46.0	95.0	35.0	212	3.57	1.0300
21 AEContracts	2.0	16.0	42.5	99.5	46.0	206	3.83	0.8964
22 EngDesQual	4.0	23.5	51.5	108.0	30.0	217	3.63	0.9170
23 JOC	1.0	4.0	18.0	42.5	36.5	102	4.07	0.8841
24 ConsQual	2.0	11.5	43.5	124.0	32.0	213	3.81	0.7885
25 ConsCompletion	7.0	21.0	56.5	93.5	35.0	213	3.60	0.9833
26 ConsTurnover	2.0	10.0	60.5	85.5	33.0	191	3.72	0.8476
27 ConsPostSupport	9.0	13.0	63.0	71.0	31.0	187	3.55	1.0063
28 EndUserSat	3.0	8.0	44.0	112.0	35.0	202	3.83	0.8112
29 Maintainability	2.0	16.0	55.5	92.5	26.0	192	3.65	0.8554
30 Privatization	1.0	4.0	10.0	19.0	16.0	50	3.90	1.0152
Questions 1-10	65.0	256.0	618.5	1,222.0	811.5	2,973	3.83	0.9963

Customer Satisfaction Survey

US Army Corps of Engineers

Military Programs

Respondents:
Customer:

Installations
Air Force

Survey year: 1998
Total responses: 173

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	6.0	24.0	63.0	78.0	171	4.25	0.8249
2 Management	2.0	12.0	31.5	70.0	52.5	168	3.95	0.9462
3 TeamMember	0.0	8.5	12.5	62.0	89.0	172	4.35	0.8198
4 Listens	2.0	11.0	28.0	67.0	64.0	172	4.05	0.9478
5 Timeliness	0.0	17.0	47.5	58.5	48.0	171	3.80	0.9608
6 Quality	1.0	9.5	32.5	76.0	52.0	171	3.99	0.8794
7 Cost	2.0	16.5	54.5	66.0	24.0	163	3.57	0.9056
8 Flexibility	3.0	6.0	32.5	64.5	65.0	171	4.07	0.9322
9 Informative	2.0	7.0	35.5	63.0	64.5	172	4.05	0.9225
10 FutureChoice	6.0	11.0	27.5	66.5	58.0	169	3.94	1.0436
11 Overall	0.0	11.5	30.5	73.0	55.0	170	4.01	0.8821
12 Planning	2.0	2.0	9.0	18.0	16.0	47	3.94	1.0510
13 Studies	2.0	3.0	20.5	35.5	27.0	88	3.94	0.9417
14 EnvStudies	0.0	4.0	14.0	17.0	13.0	48	3.81	0.9375
15 EnvCompliance	0.5	5.5	9.0	16.0	17.0	48	3.91	1.0526
16 BRAC	0.0	2.0	3.0	15.0	9.0	29	4.07	0.8422
17 RealEstate	0.0	2.0	16.0	27.0	14.0	59	3.90	0.8029
18 ProjMan	1.0	9.0	22.0	59.5	56.5	148	4.09	0.9120
19 ProjDoc	2.0	5.0	21.0	20.0	11.0	59	3.56	1.0047
20 FundsMgmt	3.0	12.0	30.0	49.0	23.0	117	3.66	0.9928
21 AEContracts	2.0	6.0	20.0	65.0	36.0	129	3.98	0.8749
22 EngDesQual	3.0	6.0	32.5	68.5	24.0	134	3.78	0.8715
23 JOC	1.0	2.0	11.5	16.5	9.0	40	3.76	0.9506
24 ConsQual	0.0	4.0	27.0	51.5	48.5	131	4.10	0.8326
25 ConsCompletion	2.0	21.0	33.0	43.0	30.0	129	3.60	1.0637
26 ConsTurnover	0.0	9.0	37.0	49.0	27.0	122	3.77	0.8794
27 ConsPostSupport	1.0	10.0	23.0	53.0	27.0	114	3.83	0.9209
28 EndUserSat	1.0	3.0	21.0	60.0	39.0	124	4.07	0.8082
29 Maintainability	0.0	2.0	28.0	60.0	28.0	118	3.97	0.7388
30 Privatization	0.0	0.0	3.0	3.0	3.0	9	4.00	0.8660
Questions 1-10	18.0	104.5	326.0	656.5	595.0	1,700	4.00	0.9399

Customer Satisfaction Survey
US Army Corps of Engineers
Military Programs

Respondents:
Customer:

Installations
Other

Survey year:
Total responses:

1998
135

Questions	Allocated Responses							
	Counts					Statistics		
	N ₍₁₎	N ₍₂₎	N ₍₃₎	N ₍₄₎	N ₍₅₎	N ₍₁₋₅₎	Mean	Standard Deviation
1 SeeksReqs	0.0	5.0	15.0	59.0	50.0	129	4.19	0.7913
2 Management	2.0	8.0	22.0	48.0	47.0	127	4.02	0.9715
3 TeamMember	1.0	4.0	13.0	46.0	68.0	132	4.33	0.8350
4 Listens	2.0	6.0	24.0	55.0	46.0	133	4.03	0.9206
5 Timeliness	1.0	15.0	26.0	45.0	45.0	132	3.89	1.0283
6 Quality	1.0	7.0	19.0	55.0	49.0	131	4.10	0.8932
7 Cost	3.0	13.0	25.0	41.0	26.0	108	3.69	1.0559
8 Flexibility	2.0	7.0	15.0	56.0	53.0	133	4.14	0.9193
9 Informative	3.0	6.0	21.0	50.0	53.0	133	4.08	0.9696
10 FutureChoice	5.0	9.0	16.0	52.0	46.0	128	3.98	1.0609
11 Overall	1.0	6.0	21.0	58.5	45.5	132	4.07	0.8685
12 Planning	2.0	1.0	12.0	27.0	19.0	61	3.98	0.9397
13 Studies	1.0	1.0	18.0	33.0	22.0	75	3.99	0.8462
14 EnvStudies	1.0	2.0	12.0	23.0	22.0	60	4.05	0.9284
15 EnvCompliance	0.0	2.0	13.0	14.0	20.0	49	4.06	0.9221
16 BRAC	0.0	1.0	6.0	5.0	6.0	18	3.89	0.9634
17 RealEstate	0.0	2.0	1.0	17.0	12.0	32	4.22	0.7925
18 ProjMan	2.0	8.0	11.0	42.0	42.0	105	4.09	0.9914
19 ProjDoc	0.0	2.0	12.0	23.0	11.0	48	3.90	0.8053
20 FundsMgmt	0.0	9.0	14.0	41.0	13.0	77	3.75	0.8759
21 AEContracts	0.0	5.0	10.0	28.0	20.0	63	4.00	0.8980
22 EngDesQual	3.0	8.0	14.0	31.0	26.0	82	3.84	1.0940
23 JOC	0.0	3.0	8.0	15.0	17.0	43	4.07	0.9359
24 ConsQual	1.0	7.0	11.0	36.0	30.0	85	4.02	0.9633
25 ConsCompletion	3.0	9.0	18.0	34.0	24.0	88	3.76	1.0721
26 ConsTurnover	1.0	1.0	17.0	29.0	20.0	68	3.97	0.8634
27 ConsPostSupport	1.0	6.0	17.0	23.0	20.0	67	3.82	1.0139
28 EndUserSat	2.0	5.0	10.0	43.0	30.0	90	4.04	0.9351
29 Maintainability	1.0	2.0	18.0	31.0	22.0	74	3.96	0.8827
30 Privatization	0.0	1.0	1.0	6.0	6.0	14	4.21	0.8926
<i>Questions 1-10</i>	<i>20.0</i>	<i>80.0</i>	<i>196.0</i>	<i>507.0</i>	<i>483.0</i>	<i>1,286</i>	<i>4.05</i>	<i>0.9564</i>

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)

APPENDIX VI

RESPONDENTS' WRITTEN COMMENTS
BY MAJOR COMMAND:

Army Material Command
FORSCOM
TRADOC
Other Army Customers

Air Combat Command
Air Force Materiel Command
Air Mobility Command
Other Air Force Customers

Department of Defense Customers
Non-DOD Customers

RESPONDENTS' COMMENTS – ARMY MATERIEL COMMAND

Comments	Key Words	Rating
<p>I would like to comment on the service that this District provides to us. From the smallest project to the largest, this District's personnel provide the same high level of quality service and do it in a very professional manner. These people not only act as professional representatives of this District, they have become key members of our family. We work closer with these people than many organizations do within their own commands. Not only do we strive for the same goals; a satisfied customer, a quality project completed ahead of schedule, and a safe project for the workers, we each take personal satisfaction in a job well done. This District's personnel always exhibit this quality and it shows in their daily performance. You can tell these people enjoy their jobs because they are having fun while they work. This close knit family functions so well at this base due to many factors, one of the most important is open communications. We do not have hidden agendas. Functioning like a family allows us to anticipate and resolve any problems.</p> <p>I cannot say enough about the good things that these people have done for us. They are always willing to help. Always. They do not have the "we can't do this attitude", they have the "how can we do it best" attitude. I have known and worked daily with these personnel for the last 12 years and it has been my pleasure. This feeling is shared by everyone in the Master Planning and Major Construction Division, Directorate of Environmental Management and Planning.</p>	<p>Overall satisfaction Quality Responsiveness</p>	<p>Plus</p>
<p>Need real accountability and feedback on how project dollars are spent (who/how funds are used). We appreciate the support given on our JOC Program. Need to become more cost effective in the area of real estate appraisals.</p>	<p>Funds management JOC Real estate</p>	<p>Plus/Minus</p>
<p>Section 1 - average score of 3 is not a good score. Spend 5% more time up front in the scope development phase (demand accountability from all agencies (DPW, DOIM, etc.) who have anything to do with our projects).</p>	<p>Planning</p>	<p>Minus</p>
<p>This District provides many services for us and we are fortunate to have a resident office on post. While some things have proceeded very well, such as the projected early completion of the \$40M Industrial Operations Facility, other projects had problems. These include the PX Gas Station which completed long after its original schedule and our request to develop a PM contract for several of our buildings which we withdrew for lack of progress.</p>	<p>Overall satisfaction Responsiveness Timeliness</p>	<p>Plus/Minus</p>
<p>My experience has been limited to project investigation and concept development. I am thoroughly satisfied with how the project is progressing.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>Billings must be done in a more timely fashion. Project costs for project management/S&A sometimes hit two years after job is complete. Otherwise, service in all areas is excellent.</p>	<p>Funds management Overall satisfaction</p>	<p>Plus/Minus</p>
<p>Some districts conduct partnering workshops on both design and construction phases. These are very beneficial in reducing the time to resolve scope changes, design changes and construction changes, resulting in more timely design and construction completion. Due to budget cuts, most AMC installations will have to do more with less. The cost of doing business with COE appears to be high in conducting studies, design and execution of projects for AMC installations. The proposed new program and project management business process will probably improve the communication process with our installations and reduce the cost of doing business by reducing layers of management.</p>	<p>Cost Project management</p>	<p>Plus</p>
<p>A pleasure to work with - highly professional and helpful. I would use this District at other AMC installations outside of this District's responsibility.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>This District is very accessible with the Resident Office on post. In addition the personnel in the District office come to us as necessary to meet and discuss critical issues. District personnel are very responsive on the BRAC projects. In spite of incomplete information in some cases, the design is proceeding to meet our critical dates for workload transfer.</p>	<p>BRAC Responsiveness</p>	<p>Plus</p>

RESPONDENTS' COMMENTS – ARMY MATERIEL COMMAND

Comments	Key Words	Rating
The level of support provided by this District's personnel has been generally very good. As the numbers and skills of personnel available at the installation level become more limited, it may be necessary for installations such as ours to rely on this District for greater levels of support. Should that occur, it will require that my costs not increase significantly above the current levels expended for my in-house work force. Therefore, any measures you can take to control cost growth for technical services will be of great importance.	Overall satisfaction	Plus
COE has improved in last year, treating me as the customer. The effort conducted by COE personnel to get the ESPS extension went above and beyond the normal standard.	Overall satisfaction	Plus
I am especially pleased with the level of support that Project Management has given this installation.	Project management	Plus
More detailed cost accounting for services provided. Will help with SBC to be initiated. Short reference book needed to let commanders know what services can be obtained from COE.	Communication Funds management	Minus
I-1: The assignment of one individual is an indication that there is a desire on the part of the CE to better understand the needs of a DPW. I-7: Still not convinced that the CE is "watching out" for me. I need to be convinced that every action is focused on the best value to me and to the taxpayers. A test on this is that when you send me a bill, I know it is the best price you have to offer - without having to challenge it first. I-8: Improvement in this area. Again, I feel that this individual is here to help further improve. I-9: Construction - Another individual does an excellent job and seems to know what is important to me and follows up on actions. Engineering - Need improvement - recommend we all move toward a more group/team approach rather than passing the "package" from one "area/staff/section" to the other. I-20: The CE doesn't seem to understand how critical getting funds accepted or returned in a timely manner is. We live and die by our obligation rate. I-22: The product put out by engineering is what guides the project. To me this is the most important element. Thus engineering should seek out input from all the available experts, i.e., fire, safety, environment, etc. Each in the design process to ensure their issues are addressed up front rather than when it is too late to make changes without disruption.	Partnering Personnel Timeliness	Plus/Minus
The ratings reflect the strong influence of one construction project which is not yet complete even though the scheduled completion was Feb 97! Recognize that this District has performed better in the areas of JOC and A-E contracting, where there are still several problems including timeliness of award.	JOC Timeliness	Plus/Minus
Please keep installation involved in transition of workload from one District to another District. Develop regional JOC contract and IDT (minor construction) contract for this area's DOD installations. "Deep pockets" can provide seed money. Will this District or former District handle utility privatization issues (i.e., real estate and utility contracts)? Great conference at AFB. Will this District have a similar conference?	Communication JOC	Plus
Comments from various individuals/offices who had input into the survey: 1. I will not be able to attend. I'm tempted to give them a 2, but no higher than a 3. 2. I find the performance of the COE unacceptably low. Their quality inspections seem to miss obvious problems; when pointed out, they take no action on them; their ongoing inspections for adherence to specifications/plans don't seem to exist or no action seems to be taken on deficiencies; control of the contractor seems non-existent resulting in constant cost increases. It may be that I don't understand how construction oversight should work and what I see is normal for the business, but I doubt it. 3. Real Estate - I truly appreciate the level of expertise and timely response from the Real Estate section of this District.	BRAC Cost Environmental Overall satisfaction Personnel Real Estate Timeliness	Plus/minus

RESPONDENTS' COMMENTS – ARMY MATERIEL COMMAND

Comments	Key Words	Rating
<p>Cultural Resources - I have had little to no communication with this District since the last contract was completed on the last piece of construction that Section 106 had to be coordinated with through the COE's contractor. The last technical report other than Site W's report (which as excellent) that we were dissatisfied with was the Cultural Resources Management Plan which the COE's contractor took over 5 years to work with than turned it back over to us INCOMPLETE.</p> <p>4. Overall rating (2). Based on recent actions, think they have forgotten who is the customer. Spending too much time defending ourselves against COE's false statements and inconsistent positions.</p> <p>5. I have several areas that I would like to address for the evaluation. Probably most or all of these are repeats of what you already know, but I feel it is important to express them again: The bureaucratic nightmare we have to go through to get something done by the COE is very cumbersome. We at the installation level have our hands tied on getting major construction completed since the COE has been given this responsibility. I could live with this if the COE would improve in the following areas as a manager of projects.</p> <ul style="list-style-type: none"> - Response to comments provided on NEPA documents, design drawings, permit requirements. On certain issues, comments have frequently gone into the COE and have not been addressed (with NEPA as an exception) as to being accepted or rejected. This is very disconcerting as we, the customer, feel completely helpless by having no input into the design of a facility that we are ultimately inheriting. - Basic communication between the COE and us, the customer, concerning changes in design plans. On two projects, as examples, there were changes in the basic design approved by the COE and, unknown to us, with the respective construction contractor. Where is the "spirit of partnering that we have been pushing for in these BRAC actions"? Several of these then had to be later revised/changed because the alternatives were unacceptable to the mission. <p>As has been the case several times, the COE has made changes and then upon returning to make correction to an unacceptable change, the customer has had to come up with the funds. It appears that under good business practices, if the COE makes changes and does not communicate this with the customer, the COE should stand the additional expense of correcting the wrong.</p> <ul style="list-style-type: none"> - It appears that the COE has either inexperienced project managers/assistants to the project managers. So many aspects to various projects were left undone, and in some cases completely left out, that the final product was not acceptable or not completed according to the law. An example is not having a "Stormwater Management and Erosion Control Plan" for one project. The COMAR explicitly states that any earth disturbance over 5,000 square feet needs this permit through MDE. This requirement was stated in the original NEPA document, dated June 1996. It again is stated in the current supplement under development. Additionally, the overall project manager for another area does not seem to have all his facts together as frequently in meetings we cannot get answers from him concerning what is happening on the project. At other times he waffles as though he does not know what to do. I would expect he should know these answers or get what is requested and provide this to us. The actual project manager for this project seemed unconcerned to many problems/questions we brought up in IPR type meetings. It was as if this project had the lowest priority on his list and we were treated accordingly. My feelings on this is that with this type of treatment we would be better off not to go through the COE for future construction projects. It would save us overhead money and the frustration of dealing with this type of response. <p>On a positive note, I want to say that in my dealings with one individual and the people in the Planning Division that they have frequently bent over backwards to help provide support in my NEPA needs. On a scale of 1 to 5, 1 being the lowest, I would rate them between 4 & 5. I would not hesitate in the future to use them again for NEPA needs.</p> <p>6. I would rate the overall performance of the Corps at a 3 level (fair). The reason that I didn't provide a lower</p>	(continued)	

RESPONDENTS' COMMENTS – ARMY MATERIEL COMMAND

Comments	Key Works	Rating
<p>rating is that I know the Corps is tied to a massive bureaucracy within the Dept of the Army, legal restrictions, regulations and contractor schedules making their performance difficult. Since I have worked for the Corps previously I know the extent and magnitude of these type problems. However the Corps' problems translate into problems for us and other organizations that they service. The following are my observations and experiences that I have had in working with the Corps: I have consistently had problems obtaining information such as costs and schedules from the Corps within the time frames required (if at all). Slipping of project schedules is a continuing problem. Just obtaining a project schedule that's meaningful is very difficult. Communications is a continuing problem also. The Corps has not been very responsive to our requests to include items in projects and provide information. This has resulted in numerous messages being generated and meetings having to be held just to have the Corps do the work they are supposed to be doing for us. Also the costs that the Corps charges for their services is too high. The Corps is living up to its reputation: we may be slow but we're expensive. The Corps finally does provide facilities (buildings, roads, ranges, etc.), but often items are missing from the project or have been deleted due to cost considerations.</p> <p>7. The COE seems to get confused as to who their customers are - I perceive that they believe it is more important to cater to the contractors rather than satisfy the requirements to the customer. The COE believes that they know our needs better than we do - they take it upon themselves to "value engineer" tasks out of contracts to save money without consulting with us, then when problems arise, due to the task really being a critical step in the process, we have to retrace steps and "fix" the problem at additional costs. They are content and willing to accept incomplete work. Example: the Human Factors Final Report on ordnance removal. This contract with Human Engineering falls under the purview of the COE - the report is totally without integrity. When discussing the problems with what is to be a final-end all-tell all-ensure our site is safe information, the concern doesn't seem to be that we have a product that cannot be used but, in fact, the concern becomes "well, we can get it fixed but only if you SHOW ME THE MONEY". Finally, when a problem arises, the COE spends too much time and effort trying to tell (or prove) to everyone why it wasn't their fault - by the time we get to that point we need to work harder on resolutions/solutions rather than recreate historical data to cover butts. On the other hand, when pushed by the Government into doing what is right, the COE can be forceful and demanding with the contractor to perform in accordance with specifications. It is unfortunate that we don't see that side very often. I hope this helps with your overall evaluation and I wish I could be more positive on this issue.</p> <p>8. This is the first time that I have been asked to rate this District. I would rate their performance for the last couple of years in the range of mediocre (2) to a high of 3. Overall mean of 2.5.</p> <p>9. I understand that you are coordinating an evaluation of the support that the Corps provides to us. I am aware that some have had some very negative experiences with the Construction and Design Divisions at the Corps. I just wanted to share my experiences with you, to perhaps provide a different perspective from someone here who is NOT dissatisfied with the support provided by the Corps. The Corps' Engineering Division (HTRW Branch) provides direct support to the environmental restoration program here. In that role, they have prepared Work Plans, performed field investigation work using in-house labor and have prepared post-investigation reports. Their services has been timely and of high quality. I would rate this support as a 5 on a scale of 5. Additionally, the Corps has been supporting the closure actions another facility since 1991. At this facility, the support of the HTRW Branch has been supplemented with support from their Project Planing Branch as well as from their Contracting and Construction Divisions. Here, I would award them a 4 on a scale of 5. If they are weak anywhere, it would be in the oversight provided contracting field remediation actions.</p>	(continued)	
Remember who works for whom - we're the client. Why should the client have to pay a high overhead 26% for services we may never use (example, lab in Northeast for QA/QC - I've got my own). It always a tithe to this District whether we use them or not - I can do it cheaper by far with private competitive contract!	Cost Partnering	Minus

RESPONDENTS' COMMENTS – ARMY MATERIEL COMMAND

Comments	Key Words	Rating
<p>I really have a problem with this form. As you can see, I have not rated this District's performance very high. If I gave this from to my customers, I would be willing to bet that their ratings, based entirely upon their perception of the support and performance that they have received on their individual projects, would be much lower than mine. The problem projects suffer from poor design, poor construction and poor construction management in varying combinations and degrees. Lack of aggressive management and corrective action have allowed problems to develop and drag on without adequate solution. Part of the problem is the users' perception that the District tries to explain why projects do not work because of either this or that rather than fixing the problem. Problems are often approached with meetings and studies and studies and meetings and promised solutions are delayed to the point of exasperation. In many instances, the District is unable to enforce quick effective solutions to simple issues. The user and our installation look to the District to correct problems quickly and effectively whether it is caused by design, construction or warranty. In addition, the continual management turnover at the Area Office over the past several years has aggravated these problems.</p> <p>My concern with this rating is that the bad projects and my lack of satisfaction with the overall District performance overshadow the good people and projects. So much of my time has to be devoted to correcting the problem projects that I seldom have time to recognize the good projects. Even problem projects can succeed with good contractors and construction management. Emergency Services is an notable example of this. We have had other successful projects as well: both ground support projects were successes. The 26 Unit Housing Project has some bad HVAC design but I think it is overall a good project. Life Sciences has had its problems but I still consider it a good project because the District and the contractor are actively working with us to correct the problems; this holds true for the Electrical Upgrade as well.</p> <p>In conclusion, while my overall satisfaction level is low, it does not mean that all District projects are bad. There are still good people, contractors and projects. Unfortunately, the bad projects draw the majority of the attention and comments. Their memories persist much longer also.</p> <p>Believe me, I would much rather write letters of commendation than those of criticism. Give me more successes and I will.</p>	<p>Construction quality Design Project management Responsiveness Staffing</p>	<p>Plus/Minus</p>
<p>Coordination throughout needs improvement. Not part of the team. Need to operate under the same agenda. Not customer focused. Do not feel they are door to the Corps or "One Stop." Don't operate or consider life cycle project management. Technical expertise is lacking in the electric and mechanical areas.</p>	<p>Partnering Project management</p>	<p>Minus</p>
<p>One individual is an excellent PM on the BRAC environmental documents. He doesn't hesitate to resolve issues or potential problems. He insures the customer is kept informed and is timely.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>I like the idea of monthly funding report. I'd like to see that report ASAP and monthly thereafter.</p>	<p>Funds management</p>	<p>Plus</p>
<p>Very pleased with all aspects of services provided, but have problems in real estate management/lease management. This area caused problems with local community. Problem primarily due to poor maintenance of lease/lease records. Continue to work together to remedy the problem.</p>	<p>Overall satisfaction Real estate</p>	<p>Plus/Minus</p>
<p>14. The Integrated Cultural Resources Management Plan developed for us is unsatisfactory. 27. The Propane-Air Station which was substituted to provide backup heating fuel has never been functional. This facility was turned over in a non-operational state and was not operational as designed by COE contract. Warranty support has not been provided to activate the facility. We are still trying to upgrade it to an operational status by adding features to this required facility.</p>	<p>Construction quality Design Warranty support</p>	<p>Minus</p>
<p>HQ ACOE staff and I work well on coordinating environmental restoration program issues and management.</p>	<p>Environmental</p>	<p>Plus</p>

RESPONDENTS' COMMENTS – ARMY MATERIEL COMMAND

Comments	Key Words	Rating
One of my main concerns has been the timeliness of District services to my installation. The design process appears to be quite lengthy and construction sometimes drags on well beyond planned occupancy dates. These delays often impact on our mission requirements and our ability to accept new workload. Overall District services are satisfactory. However, there are several instances where project management improvements were/are possible. I believe an After Action Review of these projects will help us all improve in future projects.	Project management Timeliness	Plus/Minus
Section 1, Question 7 - T&M contract services are expensive. This may be the nature of the contract. Section 2, Question 17 - Real estate services have not made a successful transition from one district to another. The above notwithstanding, Corps support this year has been quite good despite all our shared problems. Thanks for the effort.	Cost Overall satisfaction Real estate	Plus/Minus
Most of our support services are provided by another District. This District only provides AFH major construction design services (A-E) and program management.		Neutral
I have been very much satisfied for all the HQ USACE support for our BRAC Program.	BRAC Overall satisfaction	Plus
Need to re-look at pre-design review process. Errors, omissions and poor specifications need to be caught early. Incorporate lessons learned in specifications and contract personnel. Re-look quality control and management process. It did not work in the Infrastructure Project. Contractor should be made to follow specifications. If changes or deals are made to offset requirements, the owner should be involved at the beginning.	Construction Quality Design	Minus
The recap of CE efforts that another individual writes is a great synopsis of project activity. Great exchange of information too at the last AMC/CE Interface conference - felt like we were working as a team.	Partnering	Plus
What you most appreciate: Aggressive contract management; i.e., completing projects on time and within budget with good quality control and safety record. What we most need to improve: As-built drawing scheduling. Be realistic about reporting estimated completion of as-builts. We can work from "red-lines" for a couple of years if that is how long it takes to update contract drawings. You look bad, however, when you report a projected completion in 2-3 months and they aren't done 6 months later. It's OK to have optimistic goals but don't publish them without an indication that they can be achieved.	Project management Timeliness	Plus/Minus

RESPONDENTS' COMMENTS: FORSCOM

Comments	Key Words	Rating
The so-called "PM Forward" concept in my view is nothing more than a veiled re-constitution of the "one-stop" concept that we implemented 20 years ago. Where's the beef?	Overall satisfaction Project management	Minus
Responses from real estate services are slow/delayed. Needs to be more efficient. COE Area Office and Resident Office did wonderful jobs. Very efficient offices.	Overall satisfaction Real estate services	Plus/Minus
Thank you for including me in your survey. I want to commend two individuals for their exceptional performance in supporting us. Time and again they have obtained exceptional environmental and engineering services to execute critical projects. I also commend another individual for the improvements he is making in management of our projects. The coordination and tracking of projects is key to control this complex process. There have certainly been problems with our relationships in the areas of tracking funding sufficient to avoid delays in completing contract awards and closing out projects; but the appointment of an individual as overall coordinator will help avoid these. We have made changes in our procedures to centralize and prioritize our efforts also. I am more optimistic now about the future of our projects with this District.	Funds management Overall satisfaction	Plus/Minus
<p>Seeks Your Requirements - PM Forward is a huge step in the right direction. Goes above and beyond in determining requirements.</p> <p>Manages Your Projects/Programs Effectively - We are both still struggling a little with the PM Forward concept. There is a lot of new ground to plow out there (i.e., utilities privatization, ESPC and CVI). On most projects it depends on the PM you get. There are some great PMs that outshine others and raise our expectations of others. They have full time project managers and inspectors, yet major deficiencies are routinely missed and modifications take forever.</p> <p>Resolves Your Concerns - Works hard to resolve concerns. Still have items from BSC that have not been corrected. One project, which was design build, has utility deficiencies.</p> <p>Provides Timely Service - Districts are to target first quarter and third quarter awards. It is understood that Congressional actions and flow of appropriated dollars impede prompt execution beyond district's control. Implement aggressive project scheduling to shorten construction contract duration. Furnish customer with Corps methods of calculating contract duration. Slow on contract management/mods. Takes 60-90 days to get an A-E on board off of an IDQ contract.</p> <p>Delivers Quality Products and Services - Corps accountability: need fund established to have Corps pay for its mistakes. Understand that four test districts have been established to implement design cost management measures. Pursue A-E liability and protect customer from paying for A-E mistakes. Become a proponent of the customer. Need to hold A-E to a higher standard of accountability. Perform post-occupancy and construction surveys. Need to resolve A-E/construction problems more expeditiously.</p> <p>Delivers Products and Services at Reasonable Cost - We don't know what it costs you to do business. We just pay what you ask without details. Our level of trust is growing thin with our reduced budget. Real estate actions are really expensive. Sell us on design costs. Give us a menu of services available and costs. Still seems to be a large difference between the Corps and commercial costs. Simplify voluminous Guide Specification and use industry standards. Real estate transactions are too expensive for the benefit. Design project management is too expensive for basically being a go between for the paper work (they basically make no decisions).</p> <p>Displays Flexibility in Responding to Your Needs - Always flexible upon demand.</p> <p>Would Be Your Choice for Future Projects/Services - This may be happening by default. Our budgets dictate manpower reductions in areas of unpredictable workload, i.e., design services. I would go elsewhere if I could but due to regulations, we are required to get services from the COE.</p> <p>Real Estate Services - Too expensive for what the leases realize. Too long to get leases established. The system is completely broke. It cost 2 years of income from a lease for one District to work up the lease. Appraisals could</p>	Cost Funds management Overall satisfaction Quality Real estate Warranty	Plus/Minus

RESPONDENTS' COMMENTS: FORSCOM

Comments	Key Words	Rating
<p>be done a lot cheaper from the local economy. Double standard when we are the lessee and the lessor.</p> <p>Project Management Services – One individual does an excellent job coordinating with technical managers (5) on various project aspects, follow-through planning of execution of project phases, tracks budget for FTR input to FORSCOM quarterly. They have full time project managers and inspectors, yet major deficiencies are routinely missed and modifications take forever. Real estate transactions are too expensive for the benefit. Design project management is too expensive for basically being a go between for the paper work (they basically make no decisions).</p> <p>Funds Management and Cost Accounting - We pay and pay but never see the detail of what we are paying for. We don't see the budgets, we don't see the CEFMS, we don't know if you went over or under budget. We trust, but our level of trust is declining with out budget.</p> <p>Engineering Design Quality - We have problems on four projects. All come out during and after construction.</p> <p>Construction Quality - Barracks was/is a problem. We have laid out the deficiencies at the post construction review. One project's roofs, electrical, water. Improve construction site management. Construction site appearance needs improvement.</p> <p>Timely Completion of Construction - Have not seen a project on time yet. One project 2 years late. Barracks 6 months late. Re-evaluate, measure and shorten the time to process construction contract modifications. Also, see Item 5b.</p> <p>Contract Warranty Support - A joke. We do most of it to avoid the hassle.</p> <p>End User Satisfaction with Facility - Soldiers in barracks are not real happy as you got from the post construction review. Another end user is happy with his building but he also pointed out some problems at the post construction review. The post construction review detailed the deficiencies from the PW operation and maintenance perspective, which were more voluminous on the barracks project.</p> <p>Privatization Support - We are not there yet.</p> <p>PM Forward - see number 2a.</p> <p>Comments not relating to a number - I have realized a 180 degree turn around from 2 years ago. I am very pleased with the responsiveness, respect and customer service I have received in the past year. Please keep it up! One individual is directly responsible for the 5s because she is an outstanding project manager. The 3s deal more with Contract Administration. It is difficult to limit this to the past year. Our comments relate to experiences with one project. Warranty is almost non-existent. Once a project is complete the Corps wants out and doesn't want to hear about or help solve problems as they develop. There seems to be very little incentive for the contractor to repair latent defects. Latent defects should be dealt with, not written off. Experience has also shown the experienced person in the field is overruled by the Engineer in the office, without just cause. Experience is the Corps completes projects in a timely manner. Quality is lacking and when they turn it over to customer they don't want to be bothered by the customer. This relates to warranty, latent defects and "POOR" value engineering decisions.</p>	(continued)	
<p>Believe the Corps' focus on support to installations is on the mark and paying dividends already.</p> <p>Privatization efforts have been critical. Believe your steps towards USACE oversight will help quality consistency across installations.</p> <p>Commanders still seek a better "warranty" program. They need to know they can go to the Corps with problems even after the project has been "turned-over."</p>	Overall satisfaction Warranty support	Plus/Minus

RESPONDENTS' COMMENTS: FORSCOM

Comments	Key Words	Rating
<p>The attached survey is a compilation of feedback from across the Public Works directorate. Feedback ranged from divisions who felt they were being adequately supported and communicated with to those which felt that support was wholly inadequate, sometimes counterproductive and communications were bad to nonexistent. The following comments are provided to highlight areas that require attention and improvement.</p> <p>In dealing with this District concerning MCA projects, the end product has, to date, been acceptable; the construction has normally been good to very good; the design process has been painful and environmental support, both design and project management, has generally been inadequate, sometimes counterproductive. One door to the Corps has, in many cases, resulted in an inability to talk to anyone in the Corps except the local PPMD representative, who, because of sheer volume of work, becomes a bottleneck. This has been evident in two major areas. Many telephones at the District are on answering services, and, when messages are left, calls are rarely returned. In the environmental arena, inability to go directly to Corps districts of expertise except through the local PPMD, has resulted in less responsive service, at higher cost to the installation. It has also resulted in the installation abandoning the Corps as its preferred service provider in environmental matters as often as is possible.</p> <p>The District continues to regularly leave installation environmental permit holders out of discussions, and sometimes decisions concerning environmental regulatory matters.</p> <p>Project final closeout, especially budgetary, is rarely even attempted until the year in which funds will be lost and then becomes a crisis action which must be managed on an accelerated time schedule.</p> <p>None of these problems is insurmountable, but each has been surfaced sometimes informally, sometimes formally, for a number of years, with no real progress having been made toward solution. In the current atmosphere of encouragement toward greater efficiency and effectiveness on the part of the Federal government, it would be nice to have an organization to fall back on for greater assistance than has been historically the case.</p>	<p>Close out Communication Construction quality Design Environmental Responsiveness</p>	<p>Plus/Minus</p>
<p>Have no problems with the cooperation and support I have received from this District in my two areas where the District has supported us. I have been made to feel a member of the team, support has been responsive, and I am kept "in the loop."</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>Improve project design/review process to reduce/eliminate change orders. Provide additional manpower to support/executive IDIQ contracting program. Develop process to accomplish change orders quicker. Internet e-mail connection has improved coordination and communication.</p>	<p>Design Project management Timeliness</p>	<p>Plus/Minus</p>
<p>Overall good support. Sometimes it seems like it takes a long time to get \$\$ from one office to another and down to where a contractor can proceed with work. Would like to be contacted.</p>	<p>Overall satisfaction Timeliness</p>	<p>Plus/Minus</p>
<p>Your resident engineer is very responsive. We're functioning as a team to provide the best engineer support to the installations. Your district project manager is extremely competent and very supportive with all services which this District is capable of providing.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>The PM is one of the most professional individuals I have dealt with from this District. He has managed our project with diligence and dedication. I would highly recommend him for project management in the future.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>The best thing this district has done for us is to place one individual in the DPW Office. This District has got to get a better handle on service type contracts to fully support the installation. The one big service maintenance task order on our DOL facilities was 1 dismal failure. The option on this contract is not being exercised.</p>	<p>Overall satisfaction Personnel</p>	<p>Plus/Minus</p>

RESPONDENTS' COMMENTS: FORSCOM

Comments	Key Words	Rating
This district continues to provide excellent support to our base in a professional and timely manner. Must be considered the top district in the Army, bar none! The people and their attitudes make this district what it is - great!	Overall satisfaction	Plus
District staff continue to look for and find ways to improve our contract capabilities. Wide variety of choices and quick response on new IDIQ (construction) contract, great review and input on BUP IDIQ, and work on (VI & CA are some of the highlights).	Overall satisfaction	Plus
Super support with the Restoration Program - leading the way! Exceptional flexibility with FY97 funding at year end for DERA funds (paved the way for future FORSCOM #s support). Excellent support for our contracting effort - long way to go but we know we can count on you. Always amazed with professional "can do" attitudes/efforts. Hiccup with the contract effort for USTs removal. Still need to work contract and overhead costs. Small problem with RMs (\$ folks) on communicating and providing feedback to installation POCs.	Communication Cost Funds management Overall satisfaction	Plus/Minus
There continues to be room for improvement. Very unsatisfied with work on IDQ UST contract. The delays in work has cost this installation 5 months of time in meeting DA imposed deadline. I have to continue to ask status of contracts where money has been put up front. No feedback. There still is no cost accounting on dollars provided for Corps use.	Funds management Timeliness	Minus
CVI is a relatively new Army program to privatize the family housing operations at CONUS installations. The ASCIM has tasked the COE with the execution of the solicitation process for the initiative. From the very beginning, this District has taken the position that this program is their number one priority. This attitude has resulted in a professional, dedicated and supportive CVI team at the District. All team members have added value to the program through contributions in their area of technical expertise. Based on the composition of the District team, and in particular the leadership of the Program Manager, I believe this CVI program will be "the success" that DA is seeking!	Overall satisfaction	Plus
Effective 20 Jan 98, a new individual became our IRP Manager for the COE. He has provided outstanding leadership and improving customer satisfaction to the highest level. He and his team have made exemplary, top notch contributions to our IRP. It is my pleasure to highlight their superb work in this survey.	Overall satisfaction	Plus
Still too high an S&A cost for O&M work. Still have trouble with getting the last 2-3% of a project done. Still have problems with contracting finishing a project, then a different contractor delivers furniture, then final inspection. Has got to be a better way. Need to ensure future barracks projects designs are in synch with ESPC plans and vice versa.	Cost Timely construction	Minus
Compared to other COE Districts, I/we have worked with or through, this District has been the most responsive and customer satisfaction oriented. One individual made us feel part of the team from the get go and bent over backwards to identify our needs so as to ensure that we'll get a quality product. Keep up the good work!	Overall satisfaction	Plus
Reduce your overhead cost!	Cost	Minus
Have major concerns about O&M charges. Realize that Districts run on these charges, but believe there needs to be a standard rate which we the users can count on. Also believe Districts/Divisions/COE could do better in its \$ management. Figures never match between COE-BRAC sites/installation-HQDA.	BRAC Cost	Minus
You have always done an outstanding job for us. We will consider you on future projects.	Overall satisfaction	Plus
It is always a pleasure working with employees of your organization - specifically the BRAC/NEPA/cultural resources cell. POCs are always very professional and knowledgeable and have always striven to satisfy their customer.	Overall satisfaction	Plus

RESPONDENTS' COMMENTS: TRADOC

Comments	Key Words	Rating
As our resources (and the COE's) become more scarce, both agencies need to combine efforts and resources to meet our customers' needs. One individual has been a great asset in his newly created position to accomplish this combination effort. The DPW and the COE are now working many efforts together with very positive results.	Partnering	Plus
Your Customer Satisfaction Survey requesting my comments was hand delivered today, June 19, 1998. As you can tell, this is 25 days after your requested reply date of May 26, 1998. This is consistent with this District's customer satisfaction efforts.	Overall satisfaction	Minus
No real complaints with the support this District has provided over several years of various working relationships for the undersigned.	Overall satisfaction	Plus
What you most appreciate: The success of the environmental restoration program at this former base is dependent upon team work and partnering between installation staff, the COE, regulatory agencies and the community. The COE has been an important member of the team who has gained the trust and respect of the regulators. This must continue. Keep up the creativity, flexibility and commitment to this project. What we most need to improve: Cost accounting of projects. The large amount of non-dispersed BRAC environmental funds must be dispersed. This continues to create work and cause heartburn at TRADOC, which, if not resolved soon, may impact our ability to acquire future funding as required. Additional comments: We have exceptional project managers who have demonstrated a strong commitment to customer satisfaction and getting the job done on time and within budget. They should be commended.	BRAC Environmental Funds management Project management	Plus/Minus
Your people in the District are customer focused and eager to assist. Warranty work in our family housing contracts is going well to your employee's credit. Cost still high, particularly in design review.	Cost Overall satisfaction Warranty	Plus/Minus
Improved communication re: warranty status would be very helpful. Corps office personnel are very friendly and helpful.	Personnel Warranty	Plus/Minus
The buildings are great!	Overall satisfaction	Plus
Warranty importance continues to grow as our BASOPs OMA \$\$ shrinks. Let's get on with aggressive, multiyear (2 yr. min) system that challenges contractors to stand behind their work. Cost accounting ??? outside of USACE remains a mystery, using me as Napoleon's corporal.	Funds management Warranty	Minus
What you most appreciate: Small Business Contracting Procedure. What we most need to improve: QA support and S&A of meter installation work. Additional comments: Your Real Estate staff has provided outstanding support for all of our real property transactions. Special thanks to one individual.	Small business contracting Quality Real estate	Plus/Minus
#24 and #29 is not this District's fault. It is the system. We get low quality of these services because of lowest bids. Maintenance problems increase because of this. A new method for awarding bias should be considered. The proprietary issue is a major concern for us because of ???/replacement of locks. I like the closeness between our DPW and your district. This helps with the working relationship.	Construction quality Overall satisfaction	Plus/Minus

RESPONDENTS' COMMENTS: TRADOC

Comments	Key Words	Rating
Making great progress in coop activities. This is the right way to go!! On site support team. BRAC environmental support still problematic on both quality and timeliness. Great support on real property issues. Design/build project approach working well. We must do better on warranty issues to limit expense on almost new buildings. Overhead charges should be tailored to Corps level of effort, not just flat %.	BRAC Overall satisfaction Warranty	Plus/Minus
Excellent support without reservation.	Overall satisfaction	Plus
Your folks continue to provide quality professional service and their reaction time to even the smallest problem is short of miraculous. We love doing business with a forward looking focused organization such as yours and are committed to continue this effort. We give your Area Office extremely high marks. They have forged a group of professionals second to none. Thanks again for a great effort.	Overall satisfaction	Plus
Extremely pleased with District Command support received to date. Extremely pleased with District's willingness to exercise flexibility to meet customer needs. Very pleased with services provided by PPMD Manager. Currently concerned over shift of HTRW QA function to area offices; full impact not yet to be seen.	Overall satisfaction Project management	Plus
Installation Spt Mgr initiative worth its weight in gold!	Project management	Plus
Project construction - coordination and cohesiveness between local COE's headquarters and engineering installation support can be improved by presenting a consolidated front when dealing with construction contractors.	Project management	Minus
More emphasis needed in improving communications/partnering. More communication needed relative to correction of design deficiencies.	Communication	Minus
As-built too slow. COE continues to not provide as-builts in a very timely manner.	Timeliness	Minus
This District has made the effort to improve relations with us over the last 3 years and I am extremely happy with the improvements. We now have a partnership that makes our personnel actually feel that they are valued customers and in charge of their own destiny. Areas that still need to be reviewed and worked on: (1) Finding A-E support to work the small RPMA items without charging the installation such high prices; (2) The life cycle of the facility needs to have more Corps involvement - there is a tendency for fixes after the one year warranty program to be installation problem and Corps District no longer involved. Strengths that this District can build on to include 1391 reviews; PM Forward; landscape partnering; SBA partnering; know our base better; seek out more RPMA work even if at a loss to show involvement with installation; ESPC and privatization; A-E trips to our base; personnel exchanges for a month at a time?	Cost Partnering Warranty	Plus/Minus
The COE has made improvements over previous years and should continue that trend. The on-site COE Rep should become more important to us as time progresses; good idea.	Overall satisfaction	Plus
Interaction with the District has been minimal this year. Design of the Health Clinic addition is moving along satisfactorily, good support on water plant problems, and time will tell on another project. Looking forward to their involvement in the Energy Savings Performance contract.	Overall satisfaction	Plus
Improvement in the District's initiated follow-up status reporting of ongoing projects, rather than waiting for the customer to make inquiries, would help in letting the customer know that the District is working the issues and that the project is being actively managed. An e-mail note would suffice. Of primary concern in timely notification, during the past year and continuing into the current year, are actions dealing with real estate issues and coordination of OMA & OPA funding sources associated with MCA projects. Plainly stated, the project folks need to follow-up and let us know what's going on, without us hounding them.	Communication	Minus

RESPONDENTS' COMMENTS: TRADOC

Comments	Key Words	Rating
Excellent working relationship between PM and his staff and DPW staff. Construction contract modifications and correction of deficiencies are not timely. Can rates for design and overhead be reduced? Can IDIQ A-E contracts be awarded more quickly? Design review process for MCA projects is good.	Cost Personnel Timeliness	Plus/Minus
Delivery Order was on hold. Responded well when tasked to relook issue on projects and completing work.	Project management	Plus
I did not complete Sections 1 and 2 evaluation because at the MACOM level I have not observed the services enough to render a fair and valid rating. I value the installation rating very highly for Sections 1 and 2. From my on-site observations at the base and discussions primarily with DPW Master Planning staff, I believe this District has done a good job with MILCON projects. And they are generally satisfied with the facilities and construction. As in anything, there have been a few mistakes along the way that we are working to correct (e.g., T&E facility). As a general comment, I would like to see the Corps be more proactive and more accountable when errors occur. I know LTG Ballard is striving for this. The process seems to be slow still at USACE level to obtain funding for fixes. Thanks for your help and service.	Overall satisfaction	Plus/Minus
Believe that two individuals are the best customer service oriented/focussed members of this District's staff. Real pleasure working with them. I trust and respect their opinions and advice. Two other individuals are both doing an outstanding job in obtaining quality family housing for us. They have set the standard for others to emulate.	Overall satisfaction	Plus
Need to support the customer to the fullest extent possible. Example: if a customer has problems with a warranty item, help the customer resolve the problem. Not drill the customer for more information (technical) on confirmed assurance that there is a problem. Project management support has helped tremendously with team building efforts. Overall, the Corps of Engineers in this District has been very responsive.	Project management Responsiveness Warranty	Plus/Minus
In-house design is still weak: both barracks projects have needed too many changes due to design problems. OMA funded Liaison officer position is a great plus. Keep this support coming. It has really opened the one door to the Corps! Continue to look for ways to support OMA projects and reduce S&A costs.	Design	Plus/Minus
Would like to see the District be more proactive on providing feedback on actions they are working from us. E-mail works fine. Seems we have to do the follow-up from the customer's end.	Responsiveness	Plus/Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
We continue to battle about semantic and legal terms which lose touch with intent. Substantial completion date, for example, should be defined by the user and not the COE on the job.	Communication Responsiveness	Minus
The Corps can always be relied upon to complete tough tasks.	Overall satisfaction	Plus
Do not like value engineering - the assigned engineers should do better jobs to begin with. I think this District could keep customer better informed. It seems the customer normally initiates this information. The COE is still very expensive, i.e., \$2000 to issue a ITCD DO. This District needs to address problems in standard designs like NEPA and Physical Fitness Centers. They should not wait for value engineering or the customer to discover. This District could improve timeliness in service.	Communication Cost Timeliness	Minus
What you most appreciate: continue the excellent support of our IRP. Additional comments: Three individuals of the District COE continue to provide outstanding support to us and are valued members of our IRP team.	Overall satisfaction	Plus
What you most appreciate: One individual is outstanding. He focuses on meeting his customer need. He is very professional and produces a quality product on time. Another individual is another COE star. He was challenged to assist us in pursuit of the New Bomb/USFS land exchange. He has been key in getting the facts and keeping lines of communication with USFS/AMC effectively open.	Overall satisfaction Personnel Real estate	Plus
I have the following observations: Corps keeps changing installation PM without consulting us. If we are an important customer of the Corps, I suggest that you appoint this specific individual as our PM. He knows us and has the interpersonal skills necessary to service us well and promote the Corps. Most of the Corps' PMs and design managers don't get involved in tech./eng. issues relative to projects. They avoid such involvement. I have noticed the installation PM's main concern is funds and MIPRs! Nothing more. Design managers rely on the design branch for comments on pre-designs for us. In most cases the arch./M/E/P team reviewing and making comments are doing so "cold." Meaning they are just reviewing a set of drawings and specs devoid of knowing the context/circumstances of design. I suggest that the team assigned to review our projects visit us, the project site and understand the project "drivers" and purpose of the project. This way, the comments are meaningful. Cost is a major concern. Our A-Es increase their fees by 10 to 15% when we tell them that the Corps will manage the project for us! They always complain of excessive paperwork, meetings, etc. S&A costs are paid for the Resident Engineer yet the engineer is not resident here.	Communication Cost Project management	Minus
Significant improvement has been experienced in terms of past "battles" between engineering and construction. This may be due to the completion of most designs, however "teamwork" is improved.	Partnering	Plus
What you most appreciate: communication. What we most need to improve: quality control.	Communication Quality control	Plus/Minus
What you most appreciate: Most all COE employees are very helpful in trying to help in helping us in finding solutions to our problems. However, they appear to get caught up in the COE bureaucracy and are unable to bring things full circle. What we most need to improve: Give more authority to field representatives in making on the spot decisions to expedite projects.	Flexibility	Plus/Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
<p>What you most appreciate: The team working on the TERC II is doing well. Need to continue to scrutinize the contractor. Keep the contractor on his toes. Management of program management type jobs is going well.</p> <p>What we need to improve: Listening to customer needs and desires and executing them. We have been seeing problems on the older contracts outside of the TERC. The work accomplished is not meeting the customer's expectations.</p>	<p>Communication Project management</p>	<p>Plus/Minus</p>
<p>What you most appreciate: Excellent job on providing BRAC support in all real estate actions. Integrator is very responsive and maintains close communications.</p>	<p>BRAC Real estate services</p>	<p>Plus</p>
<p>What we most need to improve: There needs to be an audit trail for funds expenditure provided to the customer.</p>	<p>Funds management</p>	<p>Minus</p>
<p>The Resident Engineer and his staff has provided outstanding service to us in support of the BRAC projects.</p>	<p>BRAC Overall satisfaction</p>	<p>Plus</p>
<p>Overall I believe that we are very lucky to have the Corps as a tenant. The support and knowledge gained throughout the years is very valuable. As our environmental requirements increase, I believe the effort by you to keep up must increase too!</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>I have no way of knowing what the workload for any given individual is or for that matter what it should be. I have never felt that I was the only customer.</p>	<p>Overall satisfaction</p>	<p>Minus</p>
<p>The management/services provided by this District was somewhat irregular in its quality during the early phases of our renovation project, but seems to be improving. Hope this will continue.</p>	<p>Overall satisfaction</p>	<p>Plus/Minus</p>
<p>We are in the early stages of a design/build housing project so our relationship is relatively new. Responses/comments are based only on this short time.</p> <p>All of the "3" ratings are based on my personal initial involvement with the Housing project. There was initially a feeling that this project may be "too hard." I was disappointed in the fact that "show stoppers" were being discussed without my knowledge. The initial feeling I had was that there was more being done to figure out how "not to do" this project than to figure out how to make it fit on a small piece of land and how to incorporate the numerous present and future recreational and community amenities. Once we all got headed down the "can do" path, the project started to be developed with our input included.</p> <p>There are, as always, humps and bumps down the road. With the current attitude, experience and teamwork, I have no doubt that this will be a very successful project.</p>	<p>Overall satisfaction</p>	<p>Plus/Minus</p>
<p>I enjoy working with this District. I would work with them again.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>Three individuals have provided outstanding support and deserve special recognition. The Real Estate Division has also provided professional, timely service.</p>	<p>Personnel Real estate services</p>	<p>Plus</p>
<p>Have been increasingly pleased with the responsiveness and flexibility that this District is now bringing to the UXO survey and sampling process. We started with a process which was neither flexible nor could requirements be adapted to known intelligence (e.g., what was being found and where). Through the diligent efforts of a number of people within USACE the process was altered to rectify both of these previous shortcomings. As a result of these efforts we are now more cost efficient, working smarter and better addressing my needs as your customer.</p>	<p>Flexibility Responsiveness</p>	<p>Plus</p>

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Ratings
<p>What you most appreciate: The Project Managers (Environmental Restoration) and Technical Managers involvement and excellent customer response is a plus for this District.</p> <p>What we most need to improve; The above answers that scored lower on construction support referred to construction support on environmental restoration activities. The construction division does not under stand the time constraints of the CERCLA process and the associated information exchanges required by regulations and agreements.</p> <p>Additional comments: Maybe, schedule or plan quarterly meetings between the installation and this District to discuss issues, next quarter planning, and coordination of information exchanges. Both Engineering and Environmental should be present.</p>	<p>Communication Environmental Flexibility Project management</p>	<p>Plus/Minus</p>
<p>In the past 19 years, I have been associated with 12 Districts in the programming, design and construction of medical facilities. Perhaps my expectations are too high, but I have had varying levels of satisfaction throughout my years.</p> <p>I have had most of my direct contact with this District in the last 5 years. Each of the following projects has a story, or many stories, associated with them - none of which I would care to relive: Project 1 (bidding, contract award, S&A percentage decision, staffing of RE office, A-E Title II services, WSSC fee), Project 2 (building upgrade), Project 3 (design, contract award, option award, construction issue resolutions), Project 4 (getting started), Project 5 repository (cost, close out). Taken independently, there is, and has been, an explanation for each situation, but the overall track record, when taken together, does not appear favorably.</p> <p>I believe that the understaffed, undergraded (and somewhat inexperienced) and beleaguered Project 1 Resident Engineer office is doing its level best to provide excellent service, but is not resourced or supported to a level commensurate with the size, complexity and visibility of this project. Except for the opportunity to work on such a unique project, there is no incentive for the highest quality engineer or construction rep to come to this project, much less to stay. Money talks, but so does adequate staffing to allow for training opportunities and professional development, time off and a reasonable workload and hours - all while maintaining a highly responsive team. To make matters worse, at times this office has been a dumping ground for marginal Corps performers.</p> <p>Considering this situation, I think they have done excellent, creative work - its fortunate we have a cooperative contractor who believes in partnering. Soon the attention of the RE staff will be forced to shift from the significant numbers of ECPs, RFPs and proposals (please note that, although they take time, user changes have only amounted to less than 0.5% total), to the business of commissioning and punch out. What is going to give? What part of the process does the Corps want to sacrifice? I will admit that I am not staffed as robustly as I would like either, but I am not responsible to deliver the building, nor am I being paid \$7 million to do so. I understand that "the big projects fund the little", but I would be very interested to see just how much of the S&A really ever gets to support this project directly.</p> <p>At the end of the day, the only lasting impression the Corps leaves, are the buildings it turns over to its customers. Your personnel on the ground are your best marketers and ambassadors. Construction, particularly the contract close out period, is the last opportunity to get it right. The simple and consistent response: "Are we on time? Is the quality deficient?" to my continued concerns about staffing doesn't cut it - unfortunately, the "proof in the pudding" does not manifest itself until BOD, and with building operation. "On time and budget" is just not enough - good products, with supportive service, mean satisfied customers.</p> <p>I am encouraged that, as promised, the term employees in the RE office have been given extensions through</p>	<p>Overall satisfaction Staffing</p>	<p>Plus/Minus</p>

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
<p>project completion. Perhaps this will mitigate the natural tendency to worry about the next job. But there are still at least three vacancies in an office which I consider to be understaffed already - and more attrition can be anticipated. There is an extraordinary amount of work remaining. Physical commissioning required by the contract, much less integrated systems commissioning, has not yet begun. It was supposed to have begun in March. Clearly, this schedule will compress upon itself very quickly, as the contractor attempts to finish his work and pitch camp (which has begun already). Additionally, there are approximately 1,600 rooms in this 520,000 SF facility (not including the interstitial space). Most of these rooms are technical lab spaces, or have high finish requirements. If you were to allow an average of 1 hour per room (just to inspect) that translates to 7 rooms per man-day, or a total of 228 man-days. There are fewer than 300 days remaining in this contract, and the contractor has you outgunned.</p> <p>We are now in the "end game". It appears I will never see the Construction QA reps that I have always felt were required to keep the contractor on his toes, even as he is heading into the final stages of completion. The pervasive question on my mind is: what is the current plan to staff an office which can completely commission, inspect, document and manage correction of deficiencies on this project (not to mention the myriad other requirements like as-builts and O&M manuals)? Where is the commitment to quality for this facility which will serve the American people long after we are gone?</p> <p>The Army medical program has clearly spent a lot of P&D and S&A funds in this District in recent years, but the word "proactive" just does not leap to mind when I think of many other Districts to which this District is compared at every level. In the next five years, we are programmed for over \$250 million in this District.</p> <p>We are going to be together for a long time. "Customer Service," not lip service, should be second nature, at all levels at all times.</p>	(continued)	
Overall this District has provided excellent service to us. The District and Area Office personnel are very responsive to the plant's needs.	Overall satisfaction	Plus
Over the past year I have seen some improvement in this District's customer focus.	Overall satisfaction	Plus
Thanks for your continual support!	Overall satisfaction	Plus
<p>What you most appreciate: Suspending the requirement for a BCO for construction under 100K is great. I do not think we are exposed.</p> <p>What we most need to improve: Need A-E contracts to support our design/inspect mission.</p>	Flexibility Responsiveness	Plus/Minus
<p>Env:</p> <ul style="list-style-type: none"> - Continue monthly meetings on env. clean up efforts. - Start meetings on master plan update. - Meeting agendas and minutes of all meetings needed by PMs, etc. - District may want to visit HSG office to get overview brief. <p>Funding, etc., given District the "normal" design agent:</p> <ul style="list-style-type: none"> - Funds management/coordination. - Warranty program needs to be clearly defined. - Common problem with time growth of construction. 	Communication Environmental Funds management Timeliness Warranty	Minus
<p>MCA project designs must take into consideration operation and maintenance point of view.</p> <p>Services offered should be tailored for installation needs.</p>	Responsiveness	Minus
<p>What we most need to improve:</p> <p>You need to remember that we are your customer. You are working for us. We are not working for you. You are to satisfy us. We are paying the money. The construction section is the worst for this. The environment does better. You have good people, the system is very poor.</p>	Partnering Responsiveness	Plus/Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
S&A rates need to come down.	Cost	Minus
We recommend you to lodge in our area to provide more timely services and to deliver more quality products and services when you had 6 on-going projects just now because you may waste your time and cost on the travel. The warranty for family housing incomplete.	Warranty	Minus
The follow-up work to correct some oversights and deficiencies could have been handled more conscientiously and expediently. For example, the additional doors for the Central Stores Dock were supposed to have had windows and been insulated, but had neither. (There is effort underway to correct this.) The under-capacity of the humidifier problem at Building I-12 is almost 2 years old and still has not been corrected. (I am told there is a work order priced and about to be issued.) I also think the Dam problem resulted in over-reaction by closing it to rail traffic while it was being investigated. But in general, you are a pretty good group to work with.	Maintainability Overall satisfaction	Plus/Minus
One individual and his team are responsive, dedicated and knowledgeable. We are happy to have then part of our team. Thanks for your support.	Overall satisfaction	Plus
The life cycle project management process shows steady and significant improvement. There, however, still remains major pockets of "good old boy buddy" back door networks at both installation and district. The recurring practice of "substantially complete" = close the contract except for punch list items, do not assess liquidated damages, but do not turn it over to the user is contrary to customer expectations who have a strange idea that a contract completion date means something.	Close out Project management	Plus/Minus
I feel this District can do a better job to manage projects. They seem to have a problem that always causes me to spend more money. "You have a problem, send more money."	Cost Project management	Minus
Design - A-E designs - still having problems receiving good design package whether we have A-E or the District has review responsibility. Those designs accomplished by DPW, when forwarded for Construction, Project Manager at the District want to change design features or add additional requirements without coordinating with DPW's PM. For one project, bore and case beneath trees in lieu of moving line over. Still have short suspense for reviews, reviews comments not always addressed, and do not believe we are using latest product development in the market place. Construction - Seen improvement in working relationship between Field Office and DPW. Still feel S&A rate excessive when compared to inspection force available for quality assurance.	Cost Design Overall satisfaction	Plus/Minus
I have enjoyed working with the Corps. However I will hold my comments until after construction of various projects has begun.	Overall satisfaction	Plus
One individual is a very conscientious project manager, very responsive to our needs and concerns. The rest of your staff is also very professional and responsive to our needs.	Overall satisfaction	Plus
The US COE has been a key organization in the accomplishment of our projects for our current FY. Your dedication is ensuring that our projects received the highest priority was outstanding. Your staff deserves a hearty "congratulations." Keep up the excellent work.	Overall satisfaction	Plus
I must indicate that I am disappointed by this District's performance this past year. At 3rd quarter, 1st quarter projects were not ready for award. Low priority projects were started even before higher priority projects were on the way or completed. Designers gave advice that was not in the best interest of the customer. One construction rep was not attentive to certain aspects of projects. Personnel costs exceptionally high. Several designs did not meet UBC height clearances. Designers are not verifying site conditions prior to the submission of drawings. Some designs lacked enough information for contractors to easily locate and access construction sites. Designs reflect tunnel vision on the part of designers; lack of sensitivity to users' needs. Drawing release date as agreed upon at our previous partnering session is not being adhered to. Designer did not scope out all pertinent in-patient areas. This could have seriously impacted patient outcomes during surgery if unexpected outages had occurred.	Design Project management Timeliness	Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
FUDS Program is not providing much information regarding joint projects or co-mingled projects. TERC funding still seems high in management/program area.	Communication Cost	Minus
This district has been really supportive of my requirements.	Overall satisfaction	Plus
One concern that I have is with the design reviews. For example, recently Public Works identified a design flaw in one project. Specifically, our design review noted the lack of pipe support detail or specification. Although this comment was noted as accepted, the documents were not changed, and the contractor was left to his own devices, which of course were not acceptable. We now are in the process of having to do a modification, which will cost us more. The feeling is, Public Works makes a mistake, Public Works pays. Corps makes a mistake and Public Works pays and the Corps collects S&A either way. As-builts are slow in coming. For example, I'm told we still do not have the PFC as-builts. Would like to see more attention in this area. We are also very concerned that we might not have the gas analyzers installed and functioning in the power plant before our deadline. The Corps has assured us that we will have them working. If we do not make it, we could be subject to fines by EPA. Housing revitalization is behind schedule and I am told the contractor is not impressing anyone. Keep the pressure on this project. I am continually amazed at one individual and the current lawsuit. I am very concerned that there might be backsliding on issues once the GC leaves and the new GC is on board. The incoming GC and PW need a detailed briefing from the real estate folks ASAP. I feel the customer service for the hospital project is much better than on any other project.	Cost Design Timeliness	Plus/Minus
If possible, have a district rep attend the DPW staff meeting.	Suggestion	Neutral
Sometimes we do not feel the Corps treats us with much respect or as "an important member of the team." However, we think the situation is improving and look forward to doing more projects together. Real Estate services was rated a low satisfaction level based on the continuing unresolved situation on one project. Would appreciate latest status on this. Overall, this District is doing a great job!	Overall satisfaction Real estate	Plus/Minus
Continue to work toward a paperless open exchange of information. Jointly partner with other engineering and information telecommunications organizations. Further develop telecommunication knowledge through developmental assignments with organizations like us. Involve us at the pre-concept and master planning phases.	Suggestions	Neutral
Generally, I am pleased with the support the Division and the District has shown me and the office I represent. I consider some of the glitches of recent time as a result of your reorganization. However, none of them have been insurmountable. Again great job from a highly qualified team!	Overall satisfaction	Plus
We really got excellent service from one individual at the Division. We are still working on developing relations with the District.	Personnel	Plus
Excellent support from one individual and all he coordinates for us. Another individual from the Field Office has been a very positive asset in our construction/restoration project success ratio.	Personnel	Plus
Web page needs phone listing of employees	Suggestion	Neutral
Negotiations with contractors could be improved.	Project management	Minus
The NEPA support team is the only support that I receive from this District.	Environmental	Neutral
Services provided by project officers have been excellent	Overall satisfaction	Plus
I realize you as all of us are undergoing a huge transition. We feel though we are paying a premium price for services which take too long to complete and often do not answer the requirement.	Cost Timeliness	Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
I continued to be pleased with the support provided by the leadership of the Area Office.	Overall satisfaction	Plus
My primary issues are with Engineering Division. They make things hard. The location of a PM here has helped, but he is finding it's hard to deal with the District. PPM is not working as well as it should. The PM has difficulty getting other District agencies to respond quickly to his requirements. I think we're slowly learning on gift(?) projects.	Overall satisfaction Project management	Plus/Minus
Significant progress has been made over the past year in refocusing priorities to realistic cleanup goals here. The cooperation and professional bearing of our Project Manager has contributed greatly to this success. A project that was nine months behind schedule in June 97 is now projected for completion ahead of schedule in FY00. This District is now the key assistance in my view, which was not the case (my view) when I arrived in early Jun97,	Overall satisfaction Personnel	Plus
#17: Your real estate staff seems to be overloaded. We also seem to have difficulty getting prompt appraisal service and support. Overall I'm happy with the level of service received. Your personnel are responsive and are adaptable to our varying needs under the BRAC program.	BRAC Overall satisfaction Real estate services	Plus/Minus
For your info. You guys are doing a great job. Just need support from on high to perfect your efforts. On-site personnel go to great lengths to insure customer satisfaction. They do not always receive the same effort when they have to rely on District employees. Not all District employees have a customer service outlook. Overhead rates should be established and then remain constant for the year. It is difficult to budget and program man-hours when the rates change.	Cost Personnel	Plus/Minus
One individual has provided us outstanding customer service for environmental restoration projects. He has the ability to negotiate the best possible price and provides options when available.	Environmental Personnel	Plus
The PMs we have worked with have been highly responsive professionals and above all helpful. Would utilize their SOC's more if had opportunity.	Overall satisfaction	Plus
You go too slow! Faster, faster.	Timeliness	Minus
Since last year more COE employees have been placed on projects I have requested by performed by the COE. This has enabled me to complete more work during the same period of time. In addition, the folks I'm working with have benefited from one more year of experience and training which has also improved the COE services. A major plus has been the inclusion of COE CTX's (statistics, risk assessor and chemist) on my projects which has caused regulators (TWRCC & EPA) to look at our projects in a different light.	Overall satisfaction	Plus
Item 23 - We are in the act of starting to use JOC for the first time.	JOC	Neutral
What you most appreciate: Continue to hire quality architectural engineers. Keep quality engineers. They care, they work hard. What we most need to improve: Engineering support. Timely negotiations. Keep customer better informed on funding status.	Funds management Staffing Timeliness	Plus/Minus
Regarding studies/investigations - your COE office, as one servicing our installation, "seems to operate in a vacuum," i.e., whenever a study/investigation is undertaken you are ready to start investigating without surveying what work you have already undertaken at the installation, thus driving up the cost unnecessarily. For example, recently you were tasked to study our sewer system. The project manager on the job wanted to undertake a water (potable) use study, when such a study had been undertaken by your office a few years before.	Communication Cost	Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
<p>Superb efforts on one base's project. A-E work early on very poor - non-responsive. One individual redeemed Corps with his PM efforts. He deserves an award!</p> <p>Another base - ISSC - PM made decisions about NEPA and project management which were not his to make - may have delayed project - turned out OK - in spite! Little flexibility.</p> <p>Environmental - A third base's EIS support has been poor to OK. UXO work innovative but support of this base has been poor to lacking - may also be function of MACOM and installation.</p> <p>Generally support from this District has been very good under one individual - very customer and tenant oriented.</p>	<p>Environmental</p> <p>Overall satisfaction</p> <p>Project management</p>	<p>Plus/Minus</p>
<p>Seeks your Requirements: PM does.</p> <p>Treats You as an Important Member of the Team: We have a small program, so perhaps we are at times an afterthought. It's getting better.</p> <p>Provides Timely Services: Dip in A-E D.O. turn-around. Might have been CEFMS related.</p> <p>Displays Flexibility: I think when we communicate, we get service.</p> <p>Keeps You Informed: Better with new PM.</p> <p>A-E Contracts: Timeliness is an on-going issue.</p> <p>Construction: Weakness in last 5% of any job, as-builts, O&M manuals, etc.</p> <p>Way above out level, but the poaching policy established by the Chief has created discontent amongst many DPWs. I observed frustration at two DPW conferences, the Corps did not adequately address questions from the field. I, like many DPWs, feel that if government is to be more business like, geographical monopolies are not in the Army's best interest. I sincerely believe it is in our best interest to allow the Districts the opportunity to compete, at least relative to the Military Program.</p>	<p>Communication</p> <p>Timeliness</p>	<p>Plus/Minus</p>
<p>If you are really interested, you should ask at the end of each job. Some jobs go well. Some don't.</p>	<p>Overall satisfaction</p>	<p>Plus/Minus</p>
<p>I am happy with support for BRAC, JOC contracts, environmental remediation and site investigation. I do, however, have a concern over leasing - the procedure seems to me to be too time consuming to produce a timely lease. I do not know all of the restrictions on leasing. A significant amount of time is taking place for legal review. Seems to be a bottleneck to the BRAC process. (I may be completely uninformed/wrong about my perceptions, though.)</p>	<p>BRAC</p> <p>Environmental</p> <p>JOC</p> <p>Real estate</p> <p>Timeliness</p>	<p>Plus/Minus</p>
<p>Timely turnover of record drawings is still a problem.</p> <p>Request we receive both mylars and diskette on all projects.</p> <p>Estimating services are slow. Government estimates are often not provided at the design reviews making it difficult to make decisions on scope and additive bid items.</p> <p>A-E support and JOC support have been exceptional.</p> <p>Master planning support has improved - there is a need for your staff to become more familiar with the planning and programming process (1391 preparations econpack, RPLANS, FPS, etc.).</p>	<p>JOC</p> <p>Planning services</p> <p>Timeliness</p>	<p>Plus/Minus</p>

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
<p>It appears that the charrette process is being well received by both Public Works team members and customers alike. While charrettes have the potential to take on a life of their own, so far the general impression is that they are value based. I believe the key element is the involvement of senior military and civilian leadership in the charette "contract". So long as the charrette process remains focused on the agreement among the parties, it will remain a value-added process.</p> <p>I was encouraged to learn that we would jointly participate in a partnership workshop among our key managers and discouraged to learn that it may be scheduled later. I believe we can substantially improve our professional partnership through a formal Quality Improvement Methodology based partnership workshop, as opposed to a feel-good workshop format to which I have been exposed with other organizations. I know the skills and talent to facilitate such a workshop exist within the Corps family and with a number of fine contractors in the area. Properly facilitated, the workshop will be a valuable investment.</p> <p>Although I see many improvements in focus and performance in this District, some of the time honored issues between any Corps District and the serviced installation still exist. The most common of these are failure to incorporate changes from design conferences, not notifying customers about Corps initiated changes, apparent reluctance to hold contractors to contract requirements and apparent lack of constructive feedback to designers and project managers which result in repeat performances of the issues, above. In some cases, shortcomings in the areas, above, result in little or no real affect on the project. They are simply an irritating nuisance.</p> <p>Nonetheless, these are often enough mentioned issues to be worked in a formal process. I believe the solution to these and other business process issues lies in the Corps and Public Works doing everything possible to help each other succeed. If we can break through this, we set a model for Corps Districts and Public Works sites everywhere.</p>	<p>Communication Design Partnering</p>	<p>Plus/Minus</p>
<p>Support for our A-E contract and for JOC has been exceptional. District has limited ability to help us with preparation/input. Accurate cost estimates for planning/programming continues to be a concern.</p>	<p>Cost Overall satisfaction</p>	<p>Plus/Minus</p>
<p>Acceptance of the fact that the DPW in representing the post and installation is not a peripheral member of the team as represented by the attached Jan 98 proposal might go a long way toward improving our perceptions given here.</p>	<p>Partnering</p>	<p>Minus</p>
<p>Two individuals are super professionals and a joy to work with. One improvement would be their relocation to our base in the near future.</p>	<p>Personnel</p>	<p>Plus</p>
<p>Provides Timely Services - when they have time they work from milestones, normally it's planned with short fuses.</p> <p>Delivers Product and Services at Reasonable Cost - high % to manage project.</p> <p>Funds Management and Cost Accounting - don't get review.</p> <p>Engineering Design Quality - an A-E firm would have to stand behind its product.</p>	<p>Cost Design Funds management Timeliness</p>	<p>Minus</p>
<p>DPW utilities personnel spent a significant amount of time and \$ doing the Corps' job. Many personnel within the Corps seem more interested in getting the job done with as few problems as possible instead of ensuring it's done right.</p>	<p>Project management</p>	<p>Minus</p>
<p>Need continued efforts to improve quality assurance. Need qualified people with reasonable workload.</p> <p>If co-located RE results in more chiefs and less Indians - don't. Reorganization that now requires most communication through POC at District is not seen as positive. We need local POC. Need to improve designs.</p> <p>Must respond positively to our design review. Don't continue to force things on us that we will just tea out and trash one year and one day after acceptance. Get 1354s to us timely for review and correction. Bring corrected documents to final inspection for acceptance and signature. Get as-builts to us before they disappear south and before the warranty expires.</p>	<p>Communication Design Quality assurance Timeliness</p>	<p>Minus</p>

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
<p>Environmental Studies and Surveys - Project Manager for Draft Natural & Cultural Resources Management Plan is knowledgeable; however, progress of work is very slow and Project Manager is very hard to reach. When asked about final date of submittal his response was unclear and indefinite. Project Manager for Lead-Based Paint Inspection/Risk Assessment Report is poor in project documentation and management. He physically came over and searched our Program Manager's computer, files and desk without proper coordination/approval of the action. He explained what he was doing after he was approached and asked by our personnel. This unauthorized search of someone's files, computer and desk is very unprofessional. The Contractor for Storage Tank Management Plan/Inventory failed to submit the finished product within specified completion date. The contract start date was on 9 August 1995 with completion date of 24 June 1996. The Plan/Inventory was submitted to us in July 1997, reflecting a 1-year delay in the final submittal. Quality control was very weak. Project management suffered after the incumbent Project Manager resigned. The hard work and cooperative nature of the PM, during the project's closing stage had contributed to the rescue of this project. We would like to complement him for his effort and professionalism.</p> <p>A-E Contracts: We are currently not involved in A-E selection. We would like to have a voice in which firm works on our projects. We are paying for it, we should have a say.</p> <p>Engineering Design Quality - This District "takes no responsibilities for the accuracy of (their) designs." If problems arise during construction, it's always the customer who has to pay. Sometimes not doing enough coordination creates important omissions from the facilities and systems plans; for example, the area of the steam vent pipe installation located near the sidewalks in the family housing area. A 3/4" pipe could have been installed nearer the large steam vent pipes away from the sidewalk to eliminate tripping hazard during night time/hours. The location of the pipe may not have been indicated on the construction drawings, but it is possible to adjust this type work during the construction stage. Installation of concrete curb stones at entrance to the service yard of Medical Warehouse completely deviate from the standard of pavement design (TM 5-822-2). The curb stones installation shown on the construction drawings may not be changeable during construction stage, but if we have more of a chance to review final contract drawings for these projects, we can probably make comments leading to correction of the deficiencies for the contract drawings.</p> <p>Construction Quality - We continuously have problems with contract trucks hauling dirt over roads and not keeping dropped dirt promptly cleaned up, which causes muddy roads when it rains followed by dust when it dries up. Again, road depressions and settlement of backfill work continues to be a problem. Contractor should be instructed to enforce the DFAA "Civil Engineering Construction Specification/Standards" under Chapter 9, "Road Construction Works." These standards are not being enforced or followed, causing bumpy conditions throughout this camp and other installations.</p> <p>Contract Warranty Support - The final inspection punch list for family housing is incomplete.</p> <p>Maintainability of Construction - Pro-active emphasis by this District to provide parts lists and instruction manuals, especially for electro-mechanical equipment items such as air conditioners and refrigeration units which are US-made, would be greatly appreciated. We realize that such documentation may not be actually needed until many years after operation. However, at such a time, the maintenance workers desperately need such documentation. Getting this kind of information after job close-out is particularly difficult.</p> <p>Host National Engineering Surveillance - Project drawings and specifications forwarded to our office are not given sufficient time for reviews. The project review stages are compressed to the point that our comments do not get reflected in the project or we are unsure of their acceptance by project management. Typically, these reviews should be done at the 30, 60, 90 and 100 percent design stages. When a re-design (modification) occurs for a project under construction, typically, the modifications do not come to us for review.</p> <p>Host National Construction Surveillance - Comments made at final acceptance inspections, OJTs, warranty</p>	<p>A-E contracting Design quality Environmental Overall satisfaction Warranty</p>	<p>Minus</p>

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
<p>inspections, etc., usually do not get an official response. Sometimes we are told items have been corrected, but it is not true.</p> <p>Other - The training contract for Asbestos/LBP/PCB was very well constructed and service was excellent. Study was thoroughly accomplished and Project Manager was very responsible person who fulfilled our needs in a timely manner. Regular meeting (bi-monthly or quarterly) between us and the District Environmental Division is encouraged to allow for constant dialogue. This will minimize too many unresolved issues that may result in misunderstanding, costly change orders and project delays. For local construction, bilingual O&M manuals and correct as-builts for operation and maintenance work. Increasingly, English language operations information is desirable for users of the new facilities who need to operate the equipment within them efficiently and safely. As-built omissions and drawing deficiencies are not generally known until the drawings are needed for repairs, sometime later after construction. This is a continuing, difficult problem only solvable during the construction surveillance and acceptance process. We request that you consider stationing a construction representative in the local area to provide more timely services and to deliver more quality products when you have multiple projects ongoing. Now you waste your time and costs on traveling back and forth.</p>	(continued)	
<p>Warranty inspection (9 months) is a great idea.</p> <p>Partnering session with EP&S, DPW and our staff.</p> <p>Need monthly updates (staff engineer). We can attend your monthly District meetings if told when and where.</p> <p>Design costs are still too expensive. Use more standard designs.</p> <p>Environmental studies and investigations very high for services received. Is a TERC contract an option for us?</p>	Communication Cost Environmental Warranty	Plus/Minus
<p>Screen contractors for previous work performed and (remove) certain ones. Have received excellent support in the past couple of years. Good job! Would like to be more in the loop for milestone of contracts - CF applicable information. Would like updates to contract specs/drawings.</p>	Communication Overall satisfaction	Plus/Minus
<p>When all JOC projects over \$100K go to the District office, this DPW and the local COE office lose control of this project. We also get little to no information on the status of the project. Also, the KO and lawyers insist on a Mixed Commission Approval document before they sign the contract. I feel that the KO and lawyers could sign the contract and hold the NPT until we get the Mixed Commission Approval document.</p> <p>Our JOC contractor is not very timely in his contract practices. Generally, I am very happy with the COE personnel here. They get the job done. However, it takes a long time (sometimes 8 months) to get the JOC started on the job.</p>	JOC Personnel Timeliness	Plus/Minus
<p>BRAC execution for one base's closure has been very good so far.</p>	BRAC	Plus
<p>Slowly improving, still too reactive and not sufficiently proactive. Too "hide-bound" in/with inefficient regulations.</p>	Overall satisfaction	Plus/Minus
<p>Corps has evolved into an extensive public sector backer of private sector services.</p> <p>Corps needs to be more cost and schedule conscious.</p>	Cost Timeliness	Minus
<p>The Corps does a good job overall.</p>	Overall satisfaction	Plus
<p>Need to do a better job of up front user interface on construction projects.</p> <p>More prior planning.</p> <p>Master planning needs to get beyond the local Area - most installations use A-E firms to help with master planning so a broader look is obtained.</p> <p>Compatibility with Federal standards for CADD/GIS would be an improvement.</p>	Planning	Minus
<p>Overall, this District provides the command good support. Their strength is in the MILCON program. We need to work closer in some areas, especially where speed is required, such as in the Facilities Reduction Program and RPM area. Real estate actions are also critical and must be handled correctly. We need help in privatization ASAP.</p>	Overall satisfaction Real estate Timeliness	Plus/Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
<p>You are on the right track with your initiatives - drive on! My fault we have not had regular LIRs. Need quarterly commander to commander interface.</p> <p>You give great support to our ongoing project management efforts. This allows us to work together as a team to solve problems before they became large problems. Your local office staff support us well. I will strongly recommend to my replacement that either local office or both co-locate with DPW.</p> <p>This District is the future of engineer support here. The command will continue to lose design, construction and public works in house support, and will rely more and more on District support. You must continue to adapt your capability to respond to increasing installation requirements, especially in the area of environmental services and small O&M projects.</p> <p>A few words about a specific project. Last fall the steam line replacement project was in trouble as the heating season approached. The reasons were multiple, but I was impressed by how the District/DPW team rolled up their sleeves and got to work to fix the problem, as opposed to pointing fingers. Under Corps leadership a plan was hammered out and quickly executed. This allowed us to get heat to soldier barracks before cold weather arrived. It was a truly "art of the possible" seven day a week effort. I was impressed.</p> <p>Your partnering efforts have been super - really breaking new ground. This is paying good dividends on one project. Recommend we do the same for another project.</p> <p>Please work hard on getting your "financial House" in order - by that I mean that you need to develop ability to take credit cards and get CEFMS capability to your customer. We are using 19th century methods to transfer funds for services. Make the District the standard setter on this issue.</p> <p>Environmental studies/surveys - we are just beginning to rely on your services for asbestos surveys and preparation of asbestos abatement delivery orders. This is another example of DPW trying to augment in-house capability. We need to continue to improve turn-around time and financial management. We will need further assistance in the future in the areas of increasing asbestos abatement/encapsulating lead paint/lead hazards.</p>	<p>Overall satisfaction Partnering</p>	<p>Plus/Minus</p>
<p>We are a worldwide tenant command, operating over 1200 facilities. We use a number of Corps services from CPW and various divisions and districts. Overall, I am satisfied with the services provided.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>One individual does an excellent job in managing projects. He keeps me informed daily. Our partnering is the best within this District. It takes too long for the Resident Engineer to approve "NAS", site changes and MOD. I already know that anything that he has to approve "will take over 30 days and cause a huge delay." This District does not listen to its customers. One contract is a prime example; the Corps of Engineers will never "live down" this poorly executed contract. Fully support a third A-E firm. In fact, one specific company should be banned from doing any other work for us. This District should assist DPWs to switch to Activity Base Costing. This would eliminate the migration of our construction plans to CINC.</p>	<p>Project management Timeliness</p>	<p>Plus/Minus</p>
<p>Appreciate the lengths one individual goes to remain in contact with installation personnel despite the hectic schedule she maintains. Our requests for information were always answered promptly no matter what part of the country/world she was in that day.</p>	<p>Responsiveness</p>	<p>Plus</p>
<p>Improve response time for soil borings and test results for OMA projects. Get in touch with needs and requirements at the installations. Follow-up on actions which this District is responsible for. There were no follow-ups on the partnering session with EP&S or DBO. Improve communications. Provide electronic survey form.</p>	<p>Communication Responsiveness Timeliness</p>	<p>Minus</p>
<p>We will continue to obtain services from this District for your expertise ins overall engineering field. Your project management has improved significantly over the years. This District has well trained inspectors/QC teams. Safety and QC are far above normal standard. I would like to see more improvement in construction management side. Inspectors/project managers need to be proactive in responding to end user's needs (flexibility) during the construction.</p>	<p>Construction quality Project management</p>	<p>Plus/Minus</p>

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
Project management is doing real well. We need to continue to work to improve our design.	Design Project management	Plus/Minus
No projects by this District within last 12 months. Additional A-Es would be welcomed.		Neutral
This District's support is generally outstanding with the few exceptions as noted. I wish you could drop by here more often (we don't have vehicles to drop by and see you) as there are often papers (originals) that need to be sent back and forth. Other than that, keep up the good support work.	Overall satisfaction	Plus
Customer satisfaction at this District is low. Project management resources assigned to one Project were part time when full time dedicated resources were needed. Need more intensive contract management of cost and schedule. Organization cost of doing business is high as compared to other Corps organizations.	Cost Project management	Minus
Over the past year my opportunities to work with this District primarily involved oversight of engineering activities supporting our base. Considerable emphasis is being given to contingency planning at this point. One individual and his team have provided excellent support in this regard. This District is recognized as a vital partner of ours in early entry operations.	Overall satisfaction	Plus
There have been improvements in installation support over the last 5 months but much progress remains. In general, I feel the District personnel don't always listen to our requirements, take notes, and follow-up during execution the way I expect my own staff to do. There seems to be a general lack of appreciation among District engineers for the sort of issues which will become major problems with the customer. I did not experience this in any other Corps District. Perhaps this District's engineers are not accustomed to sitting with customers, listening, deriving requirements and giving lots of feedback the way other Districts do. Funds management and reporting needs to improve also. I need monthly reports by project	Funds management Responsiveness	Minus
Recommend this District continue to reduce costs in order to improve the perception among senior Army leaders that the COE is too expensive. There is some negative attitude towards "COE overhead" despite the super good construction.	Construction quality Cost	Plus/Minus
Great team work from on-site support engineers. Need to speak with a single voice. Too many personnel working same problem. Loss of continuity on several projects. Super support in establishing installation support office.	Project management	Plus/Minus
Divisions and branches never have the time/expertise to adequately review projects. This District's Tech Review Division needs to fill this gap. That is, review projects - make sure all needed work is included.	Project management	Minus
Your portion of co-location meeting went very well, to the point of being impressive. Good work and organizations has proved effective.	Overall satisfaction	Plus
CONUS: Need to provide a stable performance-driven staff to execute D-B projects from one District and make the single district concept meet its goals, faster, better, less expensive. OCONUS: Good overall support. Estimating for new projects needs improvement. Too many swings, e.g., either 20% high or 20% under on a number of projects. Financial management: This had the lowest score due to USACE billings consistently not following the MOA.	Funds management Project management	Minus
Appreciate your continued support!	Overall satisfaction	Plus
The Corps of Engineers needs to understand who the customer is, and that they support the customer's needs. Too often the Districts feel they are running the show and cut the customer out. It is getting better, hopefully, but there is a lot of animosity to overcome. The Corps needs to rethink what constitutes a FUDS action. Beneficial use only relieves the Corps of some liability by adding other PRPs. Also actions in support of training troops for war should be construed as a federal action and eligible for FUDS. One District has been supportive in contracting for support personnel to help us meet our mission.	Environmental Partnering	Plus/Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
Many COE personnel are not knowledgeable in their field (environmental). S&A costs are much too high. PPMD personnel contribute little and are overstaffed. USACE HQ has not responded to an memo sheet sent 5-98. Too much marketing, not enough working professionals. COE sends too many to meetings/conferences. Financial reporting is not adequate.	Cost Environmental Overall satisfaction Responsiveness	Minus
I would like to see the Corps: - More receptive to performance based environmental contracting wherein the fee was commensurate with the time frame and/or cost of task accomplishment. - Take visible efforts to identify, transfer and reward project managers for use of innovative technologies. - Take visible efforts to communicate project level information, such as available technologies and options to resolve cleanup remedy selection, with installations, regulators and communicate stakeholders.	Communication Environmental Flexibility	Minus
As a DA BRACO Program Manager, I work primarily with USACE HQ Real Estate Office and COE District representatives. BRAC is a program with constantly changing policies and focus. I have found the COE representatives professional and flexible, enabling them to program, plan and budget for a mix of politically sensitive issues. I suggest that the COE centralize BRAC related functions and controls at the Headquarters level.	BRAC Real Estate	Plus
Facility actions are not timely, meet our needs, nor are our concerns given consideration. We have 3 facilities that are not in compliance with JRFL Standards. Please contact me.	Responsiveness Timeliness	Minus
It appears that the District is more efficient (still) with larger projects (this is in terms of project value). Many projects we send them are less than \$1.0M, and it appears that the District handles them just like they are "Hoover Dam" sized projects. Project inspection and quality control is an issue that still needs work. We see too many end product problems that are directly linked to poor inspection/quality control. Unfortunately, the customer ends up paying for corrections.	Quality assurance	Minus
One individual is one of the most customer focused individuals I have ever worked with. She does the very best she can with the resources available. With limited resources, she works with customers to prioritize requirements, make adjustments and changes as necessary, and communicates the above to whomever she is working with at all levels. She also communicates her needs to me when, due to our limited resources, our efforts or lack of area having an impact.	Personnel	Plus
This District's efforts to provide quality service at a reasonable rate have been very good. Because the NAF design-build program is so different than the ADF program most familiar to the Corps, it has been a struggle for this District to get the resident offices to "buy off" on the NAF philosophy. This NAF program needs to be supported at a higher level. The program manager needs backup. In many of my "in-house" projects, I have hired A-Es, DPWs and DCAs to accomplish the Corps QA. There are other alternatives to the Corps. Although the Corps does provide a superior service, they need to cooperate and give us the service we are asking for.	Flexibility Overall satisfaction Responsiveness	Plus/Minus
Request frequent updates on expenditure of funds, limits of remaining funds, and projected/future contracts. Please contact me.	Communication Funds management	Minus
Overall the support has been outstanding.	Overall satisfaction	Plus
Have been very satisfied with service from this District. It [service] has all been in Real Estate.	Real estate	Plus
I have worked with the Corps at this base since Jan 89 with a new construction program, now I'm with the Engrg Dept. The Corps has been a good source for us on a number of project initiatives as well as A-E services and JOC projects, including new MCA projects for medical/dental facilities. We're testing how we can influence the selection of HVAC system in a new design-build project. Contract selection process gave only a 2% element of involvement based on "maintainability." The project is cost tight, but we would like to see another company in lieu of selected company be used. We have asked question to Area Office staff. This is an important item for us since we will maintain the facility at turnover.	Flexibility Responsiveness	Plus/Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
Whenever I need any information from this District, I always get a quick response, detailed, accurate data from one individual and others.	Responsiveness	Plus
Great cooperative spirit but projects do not meet expectations for either quality, timeliness or maintainability. Do not know (or care) whether problem is in design or construction. Final product is not meeting expectations.	Maintainability Quality Timeliness	Plus/Minus
Personnel assigned to our task were excellent. Final deliverable product was good and cost was reasonable. We would consider using this District again.	Overall satisfaction	Plus
We thank this District for all of the outstanding support they provided to improve the Dining Facility. The services this District provided for changes to the dining facility were greatly appreciated. The staff members are very professional and provide great teamwork.	Overall satisfaction	Plus
The changes this District incorporated for the Dining Facility were greatly appreciated and improve the operation of the facility. Once again, thanks.	Overall satisfaction	Plus
Settle your new folks in, get energized and make your alliances with the Resident Offices. Still need QA by them.	Partnering Quality assurance	Minus
The turnover in project managers and the slow pace in assigning quality replacements is a concern of ours. More command support is needed to resolve personnel issues. Also, USACE billings for services continue to lack required project information and signatures necessary to make payments.	Funds management Staffing	Minus
From Real Estate to Environmental Assessment to Contracting and finally the best, the Project Manager, work is very appreciated. After initial slow start, this District has responded very effectively and efficiently in support of closure of this base under BRAC 95. Project Manager's appointment has been key to integrate required activities of Real Estate, Contracting and Project Management. This PM job has significantly helped us so far in timely progress with BRAC actions. Thanks. Contact me. (Special note: it is not easy to describe all that I can say about your good District and the excellent workforce you have. But, I would recommend some sort of cash award for the Project Manager as she has been exceptionally efficient to support us.)	BRAC Overall satisfaction Personnel Project management Real estate	Plus
Since we are headquartered outside your District, another District provides most of our support. I would prefer to just work with them for all projects. They could coordinate with your area/resident offices on an as-needed basis. Perhaps a plan describing how the Corps could support us is necessary??		Neutral
One individual is doing superb work for us and the Health Clinic. Keeps us informed - he resolves problems! Another individual does excellent work as PM for us - only wish we could wade through the host nation government bureaucracy faster and with better results. A third individual delivered "one stop" support to us - as promised: immediate reaction and high quality consultation just a week before Christmas! Well done!	Overall satisfaction Personnel	Plus
Our ratings are based on three primary experiences over the last 12 months: JOC optional year award. In Nov. we stated that we did not wish an option year awarded to the contractor and requested a new JOC. We received no written response. In May we stated by memo that we no longer required your JOC services and asked that our funds be returned. Again, no response. For this experience this District receives a rating of one in all relevant categories. Summary Development Plan. In contrast to our experiences with JOC, the Planning Section did a exemplary job in preparing the DDP. Considering the unrealistic time line and magnitude of the task, they deserve the highest ratings possible. A third project. The Environmental Section has been working very closely with us to accomplish our program. This has been on balance a positive experience. However, considering the cost of the programs, the choice of service providers for the various activities is very limited. Suggest you broaden the choice of firms available to perform studies, surveys, etc.	Environmental JOC Overall satisfaction Planning	Plus/Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
This District is making significant progress toward meeting all the goals of the "single District" concept for us. One individual must be commended for her perseverance and professionalism in overcoming constant obstacles in improving the efficiency of this program. Issues that still plague the program are USACE billings not containing the required signatures and information and the learning curve of the staff whenever a change occurs.	Responsiveness	Plus/Minus
Overall the support I get from the Corps is less than satisfactory. You have the occasional person who shines - but the rest just do their job - with little enthusiasm. Funds are hard to process through HQ to field and then they sit. Procedures for processing environmental documents were not followed in one District. Some of the PM's go off and do their own thing - forget who the customer is - who pays the bill - who will live in the finished building! Since 1989 service has improved - I just wish you had more of those shiners.	Overall satisfaction Personnel	Plus/Minus
Technical reviewers at this District do not always present themselves professionally. I have observed this as both EP&S Chief at another base and as DP. A particularly acute problem was recently resolved by one individual when I addressed this to him in another individual's absence, so I do not want to dwell on specifics. However, this District should consider this with respect towards customer satisfaction and District's own image as a professional organization.	Overall satisfaction	Minus
Access to District/Deputy is great for assistance when urgent. Overall support has been very good. Would like to see more base involvement in updates which this District provides to ASGs (line item reviews). JOC technical support is very good at this District, but DPWs no longer have staffs to do contract administration. Another organization has filled void with mini "design-build" RFP type procurements which meet our needs in lieu of JCO. Project turnover procedures need improvement at District level, e.g., our new CDC. Several DCSPER and some DCSENG requirements weren't incorporated prior to build-out date and the base and District had to "scramble" to get work done several months after project was completed. DPWs no longer have contract inspectors (only 4 for all work to adequately address turnover and contract close-out actions). Compliments to great work and support by several individuals in support of our base.	JOC Overall satisfaction	Plus/Minus
MILCON PM has always been an exemplar of the best for all districts. O&M has been problematic. All other services from this district are very good.	Overall satisfaction Project management	Plus/Minus
I wanted to take some time to more fully answer your Customer Satisfaction Survey. The ratings I gave were based on the majority of the year. Since you hired a new project manager for this base, the service has increased and I fully expect this to not only continue but improve. The lack of a full-time project manager resulted in my staff being involved far more than they should have in contract execution, delayed completion of projects and created a negative impression. I am confident that this will no longer be the case. There are a couple of areas that I have not been completely satisfied with. One is with my Housing Total Maintenance Contract. Through discussions with your staff I had expected the contract to be awarded in January. However, it was not awarded until May. My understanding is that part of the problem is the lengthy process and number of offices that the package is required to go through prior to the KO's signature. The difficulty that we experienced was that several contracts for services such as water sampling and painting were not extended in anticipation of the TMC award. My staff had to arrange for emergency contracts as a result. Lastly, there was one time when I called asking for the status of the TMC contract and the individual I talked with (whose name I do not recall) answered that this was not her area and she couldn't help me. I hope that this was an isolated case. On a more positive note, I am particularly pleased with the support I have received from two individuals and staff.	Project management	Plus/Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
The designs take too long and are too expensive. Examples: one project has wet cellar walls - no remediation measures in the design even though this fact was known to the designer. We now face a modification and a time delay. The coordination this District Engs to us has improved! To process funded user/DPW requested mods takes too long. We received outstanding support from the CADDs people.	Cost Design Partnering	Plus/Minus
A lot of good people working very hard but completely stymied by internal bureaucracy.	Flexibility Personnel	Plus/Minus
I am very happy with the support received from planning and environmental branch. One individual is outstanding in her interactions with me and my staff. Another individual is a great professional who is especially creative, inventive and flexible. My respect for them is well known. Others have performed particularly well in tough assignments. Issues to work: - Acquisition time for A-E IDT contracts too long. - Not happy with construction contractor (they are good at some other things). - Contracting needs to provide intense service all year - not just at FY-end.	Construction quality Overall satisfaction Timeliness	Plus/Minus
The biggest problem we see is contract surveillance. One site inspector is not enough to monitor four or five ongoing renovation projects in the community. We have experienced serious problems with poor (direct) design (soldiers' quarters, soldier quarter renovation and barracks). Late start and completion of barracks renovation projects has placed a severe burden on the DPW, hindering the move of soldiers. The DPW has lost face with the units on a number of occasions as we have forced them to move out in anticipation of a timely start only to have the building empty for a considerable amount of time prior to work starting. We should get monthly reports of our projects being handled by this District. The feedback on our JOC job orders submitted for contracting officer approval is poor. If we call to get a status, they can't be found.	Design JOC Project management Timeliness	Minus
Overall, this District has provided outstanding support. Your staff and PMs have been responsive and taken corrective actions when deemed necessary in the interest of the NAFMC program without personal regard. We continue to seek improvements across the board, but only to get closer to our goal of 100% efficiency. The only concern we have is on project close-outs and USACE costs above the ABG costs. We need to continue working those issues to both our satisfaction.	Close-out Cost Overall satisfaction	Plus/Minus
Need to keep same tech reviews for both concept and final review. Surprise comments at final design delay the project unnecessarily. PMS need to do a better job of controlling, or at least communicating, scope growth - especially for new work statutory limits. In general, we are happy with support. Have been some snafus in PM recently which should be remedied with co-location of PM with our DPW.	Project management	Plus/Minus
Most things go well! Some contractor's construction is not up to standards of quality. Big problem: construction modifications processing delay within the Corps of Engineers.	Quality Timeliness	Plus/Minus
Our Resident Engineer is spread too thin - recommend another individual's position be filled. We appreciate the monthly LIRs that have been done for us. What about contract warranty support? Are you guys supposed to be setting up contract warranty inspections on completed projects? If so, I know nothing about this - if there is a plan I'd appreciate information on it Also, another individual does a great job for us.	Staffing Warranty	Plus/Minus
Design timeliness keeps getting pushed back. Not enough CORs/inspection of contractors on recent projects. We were lucky to have a COR visit site once a week - contractors are still not complete. Very poor warranty follow-up.	Project management Timeliness Warranty	Minus

RESPONDENTS' COMMENTS: OTHER ARMY

Comments	Key Words	Rating
Indirect contracting has both positive and negative impacts on construction. In many cases it limits Corps/DPW control and flexibility, and has impacts on final project costs and quality. We use more than one Bau Amt and there are differences. Corps costs are higher than RCO. There is some value added in technical support; however, there is a trend forming where RCOs are marketing their services based on cost/savings. Corps might consider a flexible pricing scheme.	Cost Quality	Plus/Minus

RESPONDENTS' COMMENTS: AIR COMBAT COMMAND

Comments	Key Words	Rating
Construction contract growth - would like to see the trend towards reduced time. Excellent support from all areas. IDC contract is an exceptional tool for us. Outstanding support by Resident Engineer. Another individual doing great job. I like the COE team work approach - customer comes first. A third individual provides super support. Other Corps staff have provided us exceptional service for years.	Personnel Timeliness	Plus/Minus
This has become a vital part of our base care program. They have transformed from being a part of the problem in the 80s to become a part of the solution in the 90s! The Corps is to be congratulated for making the personnel and policy changes necessary to get where you are today. Thanks for being there when we need you!	Overall satisfaction	Plus
Addition of monthly design status updates to SQD leadership has been great improvement in keeping us informed and effective management.	Communication	Plus
What you most appreciate: funding obligation. What we most need to improve: design buy-off by regulators and customers. Additional comments: #1 - very poor in past for environmental; however, much improved lately. #2 - poor for environmental - must meet environmental deadlines. #3 - again poor, but improving. #14 - in-house, very good; contract out, very good. #15 - lack of environmental expertise; lack of regulator buy-off; lack of competition.	Environmental Overall satisfaction	Plus/Minus
This District continues to provide excellent support to our Command in execution of MILCON and O&M projects. Some of the support that was particularly noteworthy during the past year includes the following list of areas. - Extremely fast in-house design response for emergency construction project. - Fast and comprehensive environmental investigation and design of special petroleum product recovery system. - Extremely fast construction contract award process. - Extremely fast design response for late Congressional insert/reinstated Presidential veto project. - Extremely fast in-house design response and project construction cost control for the resource-constrained minor construction project. - Financial closeout of many MILCON projects. - All projects awarded, or on track to be awarded, in the year of appropriation. - District project managers, technical managers and funds managers were always on top of their projects. - Accurate updates of design funds status were provided whenever needed and adequate advance notice of expected design funds shortfalls was ensured. Area that could be improved: The report for design funds expenditures is always too far behind actual conditions, and we must often call the District project, technical, or funds managers to get an accurate picture of the project design funds status.	Communication Funds management Overall satisfaction	Plus/Minus
Great support and team player. Responsive and flexible.	Overall satisfaction	Plus
Designs do not have significant quality review. Too many changes required. Not enough ownership taken in design to really get all the information prior to award of construction, i.e., 100% drawings. Tracking of execution of projects and status of progress too vague. Not holding contractor to schedules. Too much slippage.	Design Project management Timeliness	Minus
Improve communication between construction offices and Office and District design engineers during construction of project to aid understanding of design intentions. Include construction people in design and construction partnering. This District is very customer oriented, friendly and professional to work with.	Communication Overall satisfaction	Plus/Minus

RESPONDENTS' COMMENTS: AIR COMBAT COMMAND

Comments	Key Words	Rating
<p>What you most appreciate:</p> <ul style="list-style-type: none"> - Field office has been augmented with inspectors for heavy construction workload; however, we're still concerned that appropriate staff be retained. - Very receptive of projects and funds at year-end and other critical times - really helps for obligation and appropriate use of available funding. - General expertise and technical skill of many of your engineers, architects and specialists (when we can get to them!). - Attention to customer during design and construction is good, but we need better schedules and attention to detail. - Design charrettes are a good tool and seem to work well for us. <p>What we most need to improve:</p> <ul style="list-style-type: none"> - Continue effort to improve as-built submittals after project completion. - It takes far too long to get final project details wrapped up. Punch list items or lingering deficiencies take weeks, months, even years to get wrapped up. - You must start providing time schedules for the work and projects you do. We continuously ask for timeliness and milestones, but never get them. We can't keep giving you work and "just hope you'll get it right." - Need more aggressive and proactive response from the field office staff. Frequently give shallow or no answer to project questions and issues. Generally too passive to engage with the contractors or address issues. - Despite good technical skills and experience, overall project/program management needs to be better. We judge you're asking your PPMD folks to take on too many projects and bases. Need to make your HTRW, technical support and other support folks more visible and accountable. <p>Additional comments:</p> <p>Overall we've been getting very good service from our COE PM. Base CE staff had a good quality session with members of this District last Feb. We felt that was a meaningful exchange and appreciated the time and effort COE made to host this. Great interest and support from two individuals to support base CE's competition for the Air Force Curtain Award. There's room for improvement, but overall we appreciate our partnership with this District.</p>	<p>Project management Responsiveness Timeliness</p>	<p>Plus/Minus</p>
<p>Comments are for one individual's outstanding job!</p>	<p>Personnel</p>	<p>Plus</p>
<p>The partnering meetings currently held on our Project are very productive. It is a good forum for the base to discuss issues.</p> <p>Project designs are sometimes delayed, without adequate explanation. For example, three DFSC project designs were delayed recently and were completed after several contacts with the designers.</p> <p>Receipt of as-built drawings from completed projects are often not received for several years. We need to work together on both as-builts and warranties.</p> <p>The work the COE has done on environmental projects is very good. This is an area that has consistently improved over the last several years.</p> <p>Field support is good. One individual is responsive to our requests, but the District Office is not always flexible.</p>	<p>Environmental Flexibility Timeliness</p>	<p>Plus/Minus</p>
<p>Design deficiencies with add to/repair PMEL took over a year to work and resulted in the Air Force negotiating a second construction contract to fix at a cost of over \$15K. This needs to be addressed with A-E so far as reimbursement and A-E liability.</p> <p>Design on machine shop began on 8 Oct 96. The latest 95% submittal was rejected. This is too long of a period for design. The 90% was reviewed in early Dec 1997 - need to comply with comments and finish.</p>	<p>Design Timeliness</p>	<p>Minus</p>

RESPONDENTS' COMMENTS: AIR COMBAT COMMAND

Comments	Key Words	Rating
<p>Appreciate the super effort to award all FY97 MILCON projects within the year of appropriation. Need to continue pushing hard to award FY98 Congressional Inserts prior to 30 Sep.</p> <p>USACE has been very supportive of bi-annual base/Agent Workshops. Strong emphasis on customer support and achieving ACC goals has had a visible impact.</p> <p>Need increased emphasis at Districts on timely financial closeout. With constrained budgets, excess MILCON funds must be returned as soon after BOD as possible (our goal is within 150 days) so they can be redirected to meet other critical Air Force needs.</p> <p>Would like to see USACE focus on tightening construction performance periods to be more in line with industry standards. Lengthy performance periods tie up potential excess MILCON dollars and needlessly delay delivery to the customer.</p>	<p>Overall satisfaction</p> <p>Timeliness</p>	<p>Plus/Minus</p>
<p>USACE, over the last year, has really stepped out to embrace our goals.</p> <p>Could improve on managing the performance of the Districts by using customer goals and metrics vs. USACE goals and metrics and terminology.</p> <p>Funds management between USACE and Districts could be better. I see USACE as a higher headquarters unwilling to keep projects on schedule, within costs, so financial close outs take place in a more timely manner.</p>	<p>Funds management</p> <p>Overall satisfaction</p>	<p>Plus/Minus</p>
<p>The COE Environmental support is good and has improved over the last several years. Partnering meetings on large projects have allowed base personnel a forum to discuss issues with contractors, designers, etc. I believe it has made these projects go more smoothly.</p> <p>The areas I see that need improvement are:</p> <ul style="list-style-type: none"> - Timely completion of red line drawings from completed projects. - Demonstrate more flexibility in responding to base engineers' requests. - Response to warranty issues could be better. <p>The Field Office here is very good, one individual continues to strive to meet the base's requests.</p>	<p>Environmental</p> <p>Partnering</p> <p>Timeliness</p> <p>Warranty</p>	<p>Plus/Minus</p>
<p>Item 6 - Technical accuracy and back check for comment.</p> <p>Item 22 - Compliance needs improvement.</p> <p>Item 21 - Some poor A-Es are making "on call" visits. Aggressively manage A-E evaluations even if first evaluation is good. Problems may surface late in construction.</p> <p>Item 24 - Construction would have been higher because of very good work from PO. However District claims management needs to include paying customer in claims decision process.</p> <p>Decision agents (PM) work hard for customer satisfaction.</p>	<p>Overall satisfaction</p>	<p>Minus</p>
<p>For the most part we are satisfied with the products and services that we receive from this District office.</p> <p>Strong points are:</p> <ol style="list-style-type: none"> 1. Good program development and management. 2. Thorough designs in all disciplines. 3. Excellent base level support, responsive to needs and input from base. <p>Weak points are:</p> <ol style="list-style-type: none"> 1. When disagreements arise between technical personnel, there are occasions that the District Office (design personnel) have become intractable and unwilling to accede on points that are truly either designer or owner preference. If regulations are not being violated and if the user is not asking the COE to do something unethical, then designs should respond to our input. We have had on occasion, designers go to other agencies within the Air Force to gain support against us and we do not believe this to be a desirable situation. 2. It will be difficult for us to use this District for small O&M until design costs come into line with those that we are receiving from our A-E contracts. 	<p>Cost</p> <p>Design</p> <p>Overall satisfaction</p>	<p>Plus/Minus</p>

RESPONDENTS' COMMENTS: AIR COMBAT COMMAND

Comments	Key Words	Rating
This was the smoothest run project I have been involved in. One individual is definitely an asset to your team. The next project we have with you, I would like for him to be my PM (understand he is a TM). His performance helped establish a great working relationship with the base engineering folks.	Overall satisfaction Personnel	Plus
All areas where problems were noted this year were addressed through meetings during the year and significant improvement has been seen.	Overall satisfaction	Plus
We have had problems in certain areas. Roof design/construction; costs (SIOH); time schedules, etc. I feel and hope these are getting better.	Construction quality Cost Timeliness	Plus/Minus
My comments/marks on construction are average at this time. Latest status in form of phone calls or visits are improved tremendously in the last year. Need some work on informing this office on pending mods and "requests" made by the base directly to the Area Office.	Communication	Plus/Minus
Thank you for your great service and help. Keep up the good work!!	Overall satisfaction	Plus
Good support from the main office. Base area office appears slow in requesting mods and passing information back and forth to the construction contractor. Construction inspection personnel are great to work with, they just have a difficult time responding to request in a timely manner.	Communication Overall satisfaction Timeliness	Plus/Minus
Appreciate the focus on customer relations. Communications and feedback are improving. The Job Order Contract was a welcome addition and we intend to use it more. Areas that need improvements are: quality designs; attention to site cleanliness; completion of punch list; and execution of mods. The environmental projects require more oversight and adherence to schedules. Schedule slips are unacceptable!	Close out Communication JOC Timeliness	Plus
This District has made real progress over the last two years in awarding projects, providing as-builts and working with the base/MAJCOM and users. Areas needing improvement are: keeping construction schedules; awarding contracts with schedules that are more aggressive; and coordinating with all work being done at the base.	Overall satisfaction Project management Timeliness	Plus/Minus
Ratings are consensus of four key individuals in office who deal with COE regularly. Comments have been provided before with no apparent impact. Attitude appears to be that Air Force (base level) are not a part of the team - that we are here to be tolerated but not listened to. Designers are too rigid and do not react positively to user/customer needs which may have changed since project was programmed - they treat AFI's as Biblical vice Guidance. Base engineer staff must continually "fight" for customer satisfaction and then take the hit when COE does not deliver. COE appears to expect base engineer staff to do majority of project investigation and drawing/field research - very frustrating as COE is getting paid to do this and base staff has a full plate. Base engineer staff is fully capable of cradle-to-grave project (of any size) management (design and construction). It is only Congress that prevents us from doing MILCON at what we believe would be a lesser costs and more customer reactive. Coordination with base engineer staff during correction of "punchlist" items is poor. O&M manuals are not provided in a timely manner (weeks after B.O.). As-built reproduces are not provided in a timely manner (1-2 years after final inspection). No, or extremely slow reaction to base concerns is very frustrating. Examples: water problems at one site; never finishing another project - no "real" attempt to get Bonding Co. to finish job. Apparent less than caring attitude since errors/omission/changes must all be funded by AF and not COE. The "we'll take care of it as soon as you get the money" approach is too evident, i.e., no apparent concern that COE did poor investigative job or less than desired design - "who cares, AF pays!"	Overall satisfaction Project management Timeliness	Minus
Feedback and interface on O&M projects could be improved. For numerous reasons (some of which we don't know) most MILCON projects at this base have far exceeded their performance times. FED-xing this survey to us was a waste of the 6% SIOH the AF pays. Next time, fax it and reduce the SIOH rates!	Communication Timeliness	Minus

RESPONDENTS' COMMENTS: AIR COMBAT COMMAND

Comments	Key Words	Rating
<p>Excellent progress on execution. Significant improvement over last two years.</p> <p>Areas for improvement:</p> <ul style="list-style-type: none"> - Solve late "As Builts" problems. - Construct projects in much less time. - Finish financial closure of projects closer to build-out date (pref. within 5-6 months). - Field could coordinate better with PM on use of contingency funds. - Eliminate late mods or changes. - Hold MAJCOM more accountable for decisions (I.e., late mods) and inform via letter of impact. 	<p>Overall satisfaction</p> <p>Timeliness</p>	<p>Plus/Minus</p>
<p>Response in preparing RFPs for design/build contracts has been slow.</p> <p>Still problems in Mechanical area. Efforts to fix problems (Warranty) have increased but not without constant input/effort from customer.</p> <p>Most as-builts have been completed now.</p> <p>New Resident Engineer and new personnel have increased efforts and customer services.</p>	<p>Overall satisfaction</p> <p>Timeliness</p> <p>Warranty</p>	<p>Plus/Minus</p>
<p>Please try to find a way to shorten the time for setting up a contract with a contractor for small work orders.</p>	<p>Timeliness</p>	<p>Minus</p>
<p>Air Combat Command is currently working with this District to develop and update housing community plans. We are very pleased to be working with two individuals on these projects. They have provided excellent support for us. Keep up the great work.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>#32 = Small Projects/Simplified Design - Resident Office is doing an absolutely superior job supporting us with the IDIQ contract. Just need to watch cost of support provided.</p>	<p>Overall satisfaction</p>	<p>Plus</p>

RESPONDENTS' COMMENTS: AIR MOBILITY COMMAND

Comments	Key Words	Rating
Overall, the Corps provides exceptional service. As in all teams, challenges are encountered with regard to performance and working relationships. The recently concluded partnering session was beneficial to surface positive issues and those that need attention. This needs to continue and not be a one-time meeting.	Overall satisfaction Partnering	Plus
Would like to see additional open end A-Es available to execute congressional inserts. Found in-house design team to be fairly responsive, but design quality not quite on the level of some of the A-Es we've worked with (acceptable quality, but not outstanding). Program/Project Managers very responsive. They go the extra mile for us. Construction support is also outstanding.	Construction quality Design Program management	Plus/Minus
Demo of Tank Farm - one individual has not provided status of project since beginning of project. Another individual not in negotiation in terms and conditions of terminating housing lease at a base. Asked for appraisal of lease area at another base, provided approx est. of \$5,600 verbally but nothing in writing. Needs to provide status of real estate action when been performed. Took approximately 6 months to prepare amendments for one lease. Would like to be contacted.	Program management Responsiveness	Minus
We are experiencing major problems here on several construction projects with timely completion as you are well aware. These problems resulted in the low marks on several items (3's) and pulled others to 4's which would have been 5's otherwise. The overall 3 results directly from the continuing problems with late delivery.	Timeliness	Minus
Super support by your staff!! It is a pleasure to work with these professionals.	Overall satisfaction Personnel	Plus
We're not there yet on cost control during design. Need to keep as a hot issue. Ultra conservative local/contractor decisions cost the program and customer big bucks with no value added. If it is not against the law of we should "do it" if it passes the ??? test. Appreciate one individual's help - we need more like him in your organization.	Cost Personnel	Plus/Minus
The overall opinion, for the Base Civil Engineer viewpoint, is that we are satisfied with the service from this District Corps. The in-house design service form the Corps has been outstanding! The service provided by the Resident Office was below satisfaction but has significantly improved with recent changes made in staff. We sincerely appreciate your continued support in this area.	Design Overall satisfaction	Plus
The Resident Construction Office is a welcome addition and is working very well. It was long overdue and should have been in place years ago. Finally we have an agent construction management team skilled in modern management methods rather than the anachronous construction hands from the area office who had no use for the customer and were unresponsive to the base and command's needs. The private sector made the construction management switch twenty years ago.	Overall satisfaction	Plus
In-house designers should spend additional time in scoping projects. Pre-design conferences are just as important for in-house work as A-E.	Design	Minus
Designs from other areas (geographic) that need quick response for quality designs are referred to this District because of their proactive responses.	Design Responsive	Plus
The District PM team is dedicated to satisfying user execution goals. The construction team has improved significantly since resident was located to our base, but there are still problems with getting facilities completed.	Overall satisfaction Timely construction	Plus/Minus
Our major problem has been the timely execution of contracts. The nearly four months between a site visit at a base and the award of the delivery order is just not acceptable timely service. Also we have two modifications to two ongoing contracts which have been pending for months! After a discussion with the PM late last month, I must say, it seems a special effort has been placed on our work to provide timely service. We appreciate it very much.	Timeliness	Plus/Minus
Great construction management support.	Overall satisfaction	Plus

RESPONDENTS' COMMENTS: AF MATERIEL COMMAND

Comments	Key Words	Rating
Project Manager overloaded with work combined with TDY resulted in slow response to getting out needed work in a timely manner. New cost accounting system has created problems in tracking funds on older projects transferred to new system. No financial data has been provided in the last several monthly reports. Maintaining schedules on in-house efforts difficult for EAF programs.	Funds management Timeliness	Minus
As Division Chief, I do not have a good perspective of the support the COE provides, so I have included the raw data and comments of my program managers that deal with your office on a daily basis. I have included my managers from a foreign country as well. Form the roll-up, it shows you provide a quality product; but there are areas within certain programs as well as cost acct/funds mgmt. that can be improved.	Funds management Overall satisfaction	Plus/Minus
Soils investigations have not been provided in a timely manner on our most recent projects. Completion of the work has gone well beyond the dates established in the project schedules. In the future it may be advantageous to hire a contract to do soil borings and reports. Obtaining as-built drawings in a timely fashion has been a problem in the past, but I believe your contract to prepare as-builts and including as-built drawings as a contract requirement in design-build projects will solve the problem. On A-E modifications we're getting the cart before the horse with the modification work being completed before the price for the mod gets negotiated. I appreciate the efforts being made to keep projects on schedule but I think we compromise our ability to negotiate a fee when we do it after the fact. Overall I am very pleased with the services proved by the Area Office. All have been major contributors to the AFMC design-build initiative. I believe their up front efforts will result in better quality products for AFMC.	Personnel Timeliness	Plus/Minus
Generally very pleased with COE work. Several projects under work which can be evaluated upon completion.	Overall satisfaction	Plus
Cost reporting is not working well. "Buy American" on cost contract still not resolved. Schedules are not honored, commitments are often missed if we do not remind PMs of what they owe us.	Funds management Project management	Minus
Again we have seen continuous improvements - namely in the cost accounting area. Thank you! In this resource constrained environment, this investment has made a significant, positive impact on our mission. The Program Manager continues to resolve issues at the lowest levels. His temp replacement has been felt, however, his replacement is actively and energetically supporting our projects. One area for improvement in FY 98/99 is to close out old projects. It appears there may be a process improvement opportunity. Several projects are more than a year old since build-out date and we lack as-builts and/or financial close-out. See if we can turn this around together. Good luck!	Close-out Overall satisfaction Personnel	Plus/Minus
Communication to customer needs improvement. Good and bad things should be communicated to the customer to allow timely resolution of problems and accurate planning for future requirements.	Communication	Minus
Recommend that the design section provide better continuity between the project manager and the A-E. Too many times, the project managers have had to seek out the information. Also recommend that an alternate COE project manager be provided for each project to substitute for the primary when he is on leave.	Project management	Minus
Continued outstanding support from our Program Manager. Personal customer involvement from another individual is appreciated.	Overall satisfaction Personnel	Plus
Please note I believe there has been some improvement since my last rating, however, I have some reservations over the value these people have at times on design and construction of medical MILCON for the Air Force.	Construction quality Design Overall satisfaction	Plus/Minus

RESPONDENTS' COMMENTS: AF MATERIEL COMMAND

Comments	Key Words	Rating
Great delivery order design/award support from local office. Poor/nearly non-existent QA support for delivery order construction. Accounting and financial system is broke. No one (construction) seems to know how much \$ is left over and where, what project, etc. Construction engineers have not been proactive and sometimes do not communicate well. QA of F22 MILCONS has been non-existent - even though the F22 program pays for "premium" service. AF staff provides the true "QA". We've noticed this on some other projects as well. Great job awarding QOL before 31 Mar! No flexibility on fees. Your competition does. Your are instituting electronic advertisement via Web - thanks. One individual provided good overall support for project management. Look forward to working with new individual. Good DSN support from another individual. She's available, gives required status, made quick awards.	Design Funds management Quality control	Plus/Minus
On some of my answers, I was using my experience at another base to rate my satisfaction. For this base, I don't have enough experience and knowledge to accurately answer some of the questions, especially contract warranty, maintainability, and user satisfaction and turnover questions.		Neutral
Corps contracting support is excellent - at least by comparison with Air Force. Program management divisions still need more empowerment to control the projects, especially during design phase. Most districts are working hard to improve customer relationships, but few are pushing the envelope to develop new streamlined procedures. Corps should be the leaders of innovative approach to construction. Do not believe you are, yet.	Overall satisfaction Program management	Minus
The Project Manager has handled each project here conscientiously and enthusiastically. He was able to accomplish each project under BRAC within budget and time constraints.	Overall satisfaction Personnel	Plus
Need more consistent feedback from one office - rarely respond to e-mails/letters. Funds management is improving, however, initially the COE had no accurate handle on the funds we provided them. Also, need to more accurately portray S&A costs - they are (seem) excessive at times. Need more timely turnover actions on completed projects. Another local office is very helpful, but personnel shortages are causing delays and difficulties in executing work at times.	Cost Staffing Timeliness	Plus/Minus
I've only recently been involved with this District and have only worked one construction project, hence the many N/A's. The PMs and Resident Engineers I've dealt with at this District have been very responsive when I've requested info from them. I might suggest that they may want to make a practice of periodically calling in to update status or see if there is anything we need.	Communication Responsiveness	Plus
One individual has the areas of focus that I would like to work-on. Thanks for sending the survey. The Resident Engineer Office is the finest COE I have been associated with in 23 years of service.	Overall satisfaction	Plus
The PM is a good man and I enjoy working with him. He takes care of needs and looks out for me. He does an excellent job with program management of our contract. Thank you for your support.	Personnel	Plus
Project Manager is the first level to satisfy with project documentation, financial tracking, issues, forecasted problem and an overall project summary status. He needs all information and tools to pass to his supervisors, SAPM, EAF, OMC/AV and others based on the level they will need.	Communication	Neutral

RESPONDENTS' COMMENTS: AF MATERIEL COMMAND

Comments	Key Words	Rating
<p>What you most appreciate: quality of designs is generally good. Detailed design reviews are good.</p> <p>What we most need to improve: In-house designers do not have sufficient time to perform an adequate site survey. My project managers are then tasked almost daily to go check on something. I do not have the manpower to do the COE's work. If you are going to design in-house, you have to do all the field work also. Processing of change orders and VE proposals takes too much time. Need to streamline the process. As is, my customers have to add at least 50% more time for planning their moves than the original contract performance period allows. Much is do to the slowness of the CO process. This needs to be addressed. As-built drawings come to us often three or more years after project completion. This is not acceptable. Need to include this process in the contract award and up front the funding. Need to have the as-builts delivered within 60 days after project acceptance on CADD merits.</p>	<p>As-built Close-out Design Timeliness</p>	<p>Plus/Minus</p>
<p>This District has been an essential partner to our program and we are very satisfied with the support we have received.</p> <p>The following narrative comments expand on Sections 1 and 2 of the Survey:</p> <p>One individual has been an active participant of numerous management meetings and review we've held on the program. She is extremely professional and her management expertise is greatly appreciated.</p> <p>The District's construction and engineering services have been of the highest quality. Your site presence and local construction experience is invaluable to the system program office (SPO). The District has also maintained better continuity of personnel than both the SPO and Air Force Space Command.</p> <p>I recognize the District's participation with our program is unique versus typical construction projects. Our use of Total Systems Integration Performance Responsibility (TSIPR) with contractor has presented a number of challenges when compared to a normal design-build contract. Normally quality assurance is enforced by government action, but using TSIPR, we hold contractor accountable for their decisions without them blaming government intervention. Our Program Executive Office has repeatedly stated this acquisition approach will be the standard for future Air Force programs.</p> <p>I applaud your use of incremental "design-to-build" packages to facilitate the "fast-track" schedule and encourage you to continue a flexible acquisition approach.</p> <p>I am concerned the Resident Engineer decision has not been made. I feel one individual is an excellent choice to perform this critical role. We may have avoided head-butting that occurred early in the program by identifying the Resident Engineer during the first team building exercises.</p> <p>I look forward to continue working with this District on our program and successfully completing the effort in Jan 01.</p>	<p>Overall satisfaction Quality</p>	<p>Plus</p>
<p>One of the best districts. Great team at Hospital Project.</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>What you most appreciate: Two individuals have been helping us in source selection evaluation. Services from them have been very good. No complaints.</p> <p>What we most need to improve: None on services being provided at this time.</p>	<p>Overall satisfaction</p>	<p>Plus</p>

RESPONDENTS' COMMENTS: OTHER AIR FORCE

Comments	Key Words	Rating
Overall this District is providing excellent service and support to our base. Service is not cheap, but effective in helping us accomplish the wing's mission. I especially appreciate the Project Management/Resident Engineer Team currently in place. The POCA is a great "tool" in the COE contracting "Toolbox." Thanks for the help and cooperation for the past year.	Overall satisfaction	Plus
We and COE developed standard operating procedures in 1994 identifying supervision and review (S&R) overhead costs associated with COE management of environmental services contracts. While MILCON has an established overhead rate, S&R varies significantly. It is difficult to determine costs associated with S&R and COE "in-house" costs. We have initiated a campaign with COE to bring overhead costs to a minimum and channel these savings toward clean up activities. We have experienced problems in project closeout. Reports recently received from the COE identified FY94 projects as opened and being billed against when no current year dollars have been projected or sent to COE. We have not been successful in obtaining copies of awarded contracts nor have we been offered the opportunity to review proposals before award. We have not been successful in this area and we will continue to work with COE on this issue. As DOD continues to experience and expect environmental function reductions, we must exercise every option available to ensure overhead costs are minimized. We have experienced a lack and/or void of COE accountability in project management resulting in requests for additional funding. We will scrutinize every contract document developed by any service agent, however we will focus additional attention on COE projects and ensure all identified contract deliverables are provided to us without any unjustified cost overruns.	Close out Cost Environmental Project management	Minus
One individual has made a "big" difference! Base leadership is also pleased with his responsiveness. Too bad he wasn't here from the beginning.	Personnel	Plus
Recent reattack for BCE Complex Roof Design a positive turn for the best, reflecting partnering spirit of investigation of best methods and listening to advice from others outside the COE. Efforts to improve are appreciated.	Overall satisfaction	Plus
I have been very pleased with the responsiveness, competence and openness displayed by the Resident and District staff over the past year. We've had issues with construction quality and timeliness, design quality and real estate, but all were worked with a cooperative "let's find a solution" approach. Three individuals have been standouts. Their honesty and dedication have made a real positive impression on senior leadership here. Can't say enough about the POCA. Whoever put that together should get a medal!	Overall satisfaction	Plus
We have a long and healthy relationship with the HTRW Branch of one District. They are simply the best in the business, our primary environmental service center.	Environmental Overall satisfaction	Plus
The Corps of Engineers sought requirements from SMC and delivered a quality facility despite requirement changes from the user. The Corps of Engineers, however, was less than satisfactory in project management services (i.e, cost, schedule and technical performance) of the construction contractors activities due to limited manpower at the site. The COE individuals at the site are all well-qualified, enthusiastic and willing to help, however, due to other projects, manpower was severely undermanned for the cost, schedule and technical magnitude of the project.	Overall satisfaction Project management	Plus/Minus
Your A-E firm is an outstanding group of professionals. They went out of their way to provide excellent service.	Design	Plus
Generally the Corps provides quality service. Correction of design and/or construction deficiencies could be improved. Example, mission support A/C system. Building has been occupied for over one year and we still have A/C problems. Granted the base asked for work to be delayed to see what would happen this summer, however the problem of too much heat in the corridors, especially on the 2nd floor still exists.	Construction quality Design	Plus/Minus

RESPONDENTS' COMMENTS: OTHER AIR FORCE

Comments	Key Words	Rating
One individual and her team do an above-average job in supporting our program compared to other districts nationwide. They do an excellent job in communicating problems and issues to us which need our attention. I would encourage continuing vigilance in monitoring REO costs, using a firm stance in negotiating with lessors/contractors and doing everything possible to ensure our dollars are spent wisely.	Cost Overall satisfaction	Plus/Minus
The Corps became a respected and helpful organization when a new individual arrived in 1996 and remains a helpful organization with his replacement's presence today. The only significant problem from the past year was with a lack of understanding the Child Development Center phasing plan by the District's Project Manager. It had the potential to get very ugly because of commitments Base Civil Engineering, the Services Squadron and the Corps of Engineers made to our wing commander. Fortunately your employee was able to resolve all the issues and the construction was allowed to proceed. Overall, we are very satisfied with this District.	Overall satisfaction	Plus
The PM system is working great for us. BRAC projects are a success story. One bad apple last year - design of a major rehab. \$3.5M est. - \$2.9M bid - \$785K in construction mods. A-E was . . . - we're not happy.	BRAC Cost Project management	Plus/Minus
Keep your good experienced people on job in field or office.		Neutral
Projects lacked supervision by COR/Inspector. COR made weekly visits to the project site which was not adequate to manage the project and control the contractor. Since the COR was not on site, problems were not resolved in a timely manner and project decision delays left contractor and customer with numerous work stoppages. Project designs did not have adequate insight into future requirements or needs of the facilities. Specs utilized incompatible materials causing premature corrosion and failure of the parts. The projects also installed combustible materials in an area that did not have combustibles. This created a requirement to have fire detection where the requirement could be waived prior to the work. The projects on the station also had poor hazardous waste management and safety practices. This is believed to be related to the lack of government supervision and trying to have the detachment engineer watch the contractor. This resulted in the Station's Facilities Engineer doing daily inspections of the contractor and work to ensure that the Air Force was obtaining a good product and the contractor was conforming with his specs. The COR also made personal field changes to the project without consulting the project designer and notifying the customer.	Design Project management	Minus
Only complaint has been with 8a negotiated contracts - SBA disapproval of contractors previously approved after negotiations are complete and exorbitantly high proposals in some cases.	Project management	Minus
Need to ensure all funds request included appropriate fees to prevent last minute funds request at year end. Also, funds request have routinely been for wrong fiscal year causing delay in processing.	Funds management	Minus
At this particular point in time, it is premature to evaluate the COE's effectiveness for projects here. The single construction project for which the COE is acting as the construction agency for us is in its infancy. Therefore, we would appreciate a second opportunity to provide a more accurate and detailed evaluation for your use.		Neutral
The local representatives on the job site don't seem to have much "authority" to work issues (small items of costs/changes).	Flexibility	Minus
Our level of satisfaction is actually very high here and for some of the district offices and would have warranted several "5-level" ratings. Some of the district offices, however, fail to rate completely satisfactory and bring the overall rating level down. Accolades go to the COE for their seeking our requirements and for exploring new or innovative ways to meet the project needs. MFO's technical review has also been excellent. Low marks are given for some districts' project management and/or in-house design efforts to include thoroughness and fees. Never the less, I believe USACE has improved in all areas, and I look forward to continuing a strong working relationship.	Cost Design Overall satisfaction Project management	Plus/Minus

RESPONDENTS' COMMENTS: OTHER AIR FORCE

Comments	Key Words	Rating
<p>I'm not very happy with the in-house CPs completed this last year. I realize the budget was cut, but that should not be the excuse for poor partial CPs. If the projects were simple enough to go from PCP to host nation design, you should not have wasted the time and money.</p> <p>I'm very pleased with the relationships we have been able to develop between the host nation, ACOE and our base. The teamwork and cooperation between these three agencies has ensured the highest quality of construction has been provided to us. The ACOE Field Office is greatly responsible for these achievements and is to be complimented. I especially want to thank one individual for his hard work, it has really paid off in creating an outstanding working relationship with all levels with the host nation.</p>	Design Partnering	Plus/Minus
<p>The Corps of Engineers is my number 1 choice for MILCON management. I firmly believe they are the best game in town with respect to large project definition, design and construction activity. I also believe the Corps falls short within the O&M arena. This is an annual fast paced environment which requires an intimate relationship with the base from funding to execution. I have not seen that relationship. I have seen this District issue stop work orders over multiple months creating claim conditions which may or may not have been valid without the stop work condition. I have also seen an inability to generate a policy for claims after contract completion. It seems this District is attempting to secure its 8% during construction forcing the hand in lieu of a unilateral. I have also observed less than sterling management on the part of the contractors and then as their packages become due, it seems the norm is to issue a stop work condition to ensure sufficient funds are available to cover a new required completion date.</p> <p>Design deficiency coupled with A-E liability remains a valid concern and priority within our outlook for services. I would also call to your attention the efforts and actions of one individual. He has and continues to be a confidence builder and his efforts come as a breath of fresh air to District O&M efforts.</p>	Maintainability Project management Quality of construction	Plus/Minus
Keep the customers informed at all stages of the design. Keep customer's informed as to whether their comments were incorporated and if not why not.	Communication	Neutral
I've always had a good working relationship with the Corps Office in this district and especially the Resident Engineer's Office. I enjoy working with them.	Overall satisfaction	Plus
Corps Project Managers (PMs) need to be "empowered" to better direct work rather than being a POC for project status. Corps Engineering and Construction offices must be more accountable to PMs for meeting project design and construction milestones. The Corps process for handling project completion and financial closure is broke. Construction offices often fail to take the initiative in completing projects to 100% in a timely fashion and are reluctant to return unobligated balances.	Close out Project management	Minus
I would suggest closer monitoring of funds. Have experienced problems and delays in obtaining appropriation codes and quarterly reports. I am very impressed with the method and manner in which this District is able to work with another District in providing a unified front when dealing with the regulators.	Funds management Partnering	Plus/Minus
We are pleased with the work you've done at our pre-positioning site. You will continue to be our first choice for engineering expertise in that part of the world. If you could have done one thing better, it would be to give us project management assistance at the Housing complex at another Base. Now that we are in a sustainment mode in the desert, we may be in a position to use your JOC option to execute O&M scope work. We look forward to continuing a healthy relationship with your professional staff.	Overall satisfaction	Plus
<p>Serious concerns:</p> <ul style="list-style-type: none"> - "Finger Pointing" and refusal to accept responsibility when problems arise. - Great difficulty is financially closing out projects. - Financial control (administrative communications). - Design costs (%) for projects under \$2M PA are still too high. 	Cost Funds management	Minus

RESPONDENTS' COMMENTS: OTHER AIR FORCE

Comments	Key Words	Rating
One design was late. Another study was good. Asbestos sampling and inclusion into designs need to be improved. The District and our base have a good working relationship.	Overall satisfaction Timeliness	Plus/Minus
Lowest rating ever given for any work performed. COE management, project management did not quality assure direction to A-E, thus the work effort by the A-E did not meet objectives. COE did not show any evidence of technically evaluating A-E product but left responsibility to user. Disputes were left between customer and A-E. Problems are still unresolved after 2 years. Project manager's comments that he ran out of money were inappropriate. Contract with A-E was fixed price. Level of effort with COE exceeded expectations. If project management costs were dwindling, new estimates should have been brought forward for evaluation and customer consideration with a commitment to produce a viable end product. At no time was there a cost reconciliation with the customer. Dissatisfied? You bet, expecting a higher standard from the COE.	Overall satisfaction Project management	Minus
This is the best working relationship I have experienced in 20 years of service between the Corps of Engineers and an Air Force unit. Both the personnel at the local office and here at our base have gone above and beyond to ensure that construction projects meet our needs and minimize impact on our mission. Don't change a thing.	Overall satisfaction	Plus
Too early in the contract to give an evaluation.		Neutral
In fire engineering from life safety, I find the support oversight to be quite poor. We find the same errors repeated over and over again. This does not apply to all districts. You never provide DSN #s even when you have then - this causes us problems. We receive drawings from A-Es with no cover letters with address for COE PM, so we can send comments the COE PM.	Overall satisfaction	Minus
Regarding Items 18, 20, 21 and 22. We have two issues to address at the branch level. - Recently, cost growth, particularly due to contract claims, appears to be increasing dramatically. - Poor coordination appears to exist between the USACE District and us, especially regarding construction contract modifications. We are very pleased with USACE efforts to return unobligated funds over the past year.	Cost Funds management	Plus/Minus
23. No adverse feedback this year concerning construction. Assume that the new contracts for QA and Inspection will improve quality of construction.	Overall satisfaction	Plus
Have worked with two districts - Both very responsive. One, most recently, deeply involved in projects, most helpful, reassuring. Didn't answer Questions 24 and 25 - on our last 2 MILCONs we had contractor problems. The Corps did a wonderful job managing a less than stellar construction contractor. I can't honestly rate COE in construction quality and timeliness. They did a great job holding the contractors feet to the fire to get the best product they could.	Overall satisfaction Project management	Plus
Currently having problems with two (2) MCP projects in getting constructors to complete project and punch list items: - One project - 1 1/2 years late. - Another project - contractor has been very slow in completing punch list work - +6 months.	Close-out Timeliness	Minus
Design costs seem to be on the increase, especially designs performed in-house by the COE. Recommend cost comparisons be provided for in-house versus A-E design efforts. One District has effectively and conscientiously managed the congressional insert project at one base. Project Manager has done an outstanding job. Unacceptable quality of service from another District for projects at another base: - Late in obtaining construction permits, impacting use of hydrant system. - Poor quality control-roof leaks on new building and lack of contractor response. - General lack of COE enforcement on contracts to correct dysfunctional systems.	Design Project management Quality	Plus/Minus

RESPONDENTS' COMMENTS: OTHER AIR FORCE

Comments	Key Words	Rating
Poor invoice description on DA-4445 Forms. Often there is not any description of services provided or even project description, making us do lots of research to see what we're paying for. Project representation is very poor. We started a project and no one from the District was present at project for over 2 weeks.	Funds management Project management	Minus
JOC takes way too long to deliver projects once funds are transferred. COE costs too high and no visibility to the customer where our dollars are going. CADD 3-D modeling was outstanding! Airfield Ops Plan was well done and a good product for us.	Design Funds management JOC Timeliness	Plus/Minus
During the last year your districts continued to demonstrate excellent responsiveness in design and contracting. This was a key to our superb execution record in FY97, and we expect an equally successful year in FY98. As you know, we receive a number of projects through the congressional insert process, and there is high-level interest placed on delivering these in the year of appropriation. To your credit, we have made every award on time. Unfortunately, we've seen some backs sliding during the construction phase. USACE is currently our design and construction agent at fourteen locations with Air Education and Training Command missions. We deal with four divisions and seven district offices and have built strong partnerships. In the past, continual communication between your staffs and the customers they serve has been the key to strengthening those partnerships. Last year we voiced a concern regarding quality assurance and quality control. That concern still persists. Too many times when poor quality surfaces we have heard the answer "it meets the industry standard." We have also encountered substantial construction deficiencies and delays that tell me we need to strengthen our process and renew our commitment to deliver a quality product. Late completions and poor workmanship hurt our customers and their ability to perform the mission. Regardless of the contractor, we can't excuse poor performance and must change this attitude. Our most pressing concerns center on one District and the ongoing construction work at two bases. Our staff plans to visit them soon to explore some solutions and share with the leadership how we expect them to meet our wing commanders' expectations. I'm confident that together we can get back on the right track. In or 23 Jun 97 survey response, I recommended that your office invite the Air Force Major Command Civil Engineers for a half-day summit to dialogue about areas of common concern and how to partner possible solutions. We did not find the opportunity this year, but perhaps you might reconsider it in the future. Our commanding officer continues to bring us together on a regular basis to share "big picture" info. It could be a convenient forum upon which to piggy-back a get-together.	Communication Construction quality Overall satisfaction	Plus/Minus
One individual could improve greatly if he was more emphatic and speaks louder at meetings.	Personnel	Minus
Overall, performance has improved over past year.	Overall satisfaction	Plus
Item 5 and 25 - Timely construction completion could use some improvement. Recent construction completion has improved. Item 20 - Recurring problem in the receiving and when funds are sent from command/user to COE. Response on requested technical evaluations, redesign, recommendations from COE could use some improvement. Item 26 - Scheduling of walk-through, pre-final inspections should be kept as called for. Communication needs improvement. Item 27 - Warranty implementation and contracts response to warranty issues must be met in a timely manner. Note: Overall you have an outstanding COE Residence Team that provides superb services to us. COE staff changes over the past year so have made a significant difference. Local communication is good and the staff is responsive to our needs.	Communication Responsiveness Timeliness Warranty	Plus/Minus

RESPONDENTS' COMMENTS: OTHER AIR FORCE

Comments	Key Words	Rating
Improve tracking of incoming actions. Improve knowledge of policies and procedures for completing our real estate documents. Better response time. Lack of timely executed documents affects our funding actions.	Real estate Timeliness	Minus
One individual and his staff have been excellent to work with. Presently we are having the Corps build a new \$4.6 million material processing facility (design/build) and is probably the largest MILCON project in our command. The project is well managed by the Army. We are looking forward to doing more construction projects with your organization.	Overall satisfaction	Plus
In working with the Corps, we almost feel helpless, definitely not part of the construction team. In fact, usually just thankful to finally get the facility back for beneficial occupancy.	Overall satisfaction Partnering	Minus
Suggest stronger process to financially close-out projects. Provide Corps PM with more authority.	Close-out	Minus
Communication has greatly improved between the COE and us over the past year, resulting in better service and products to our customer. We truly appreciate the way in which this District is aggressively pursuing the execution of our FY98 Congressionally-inserted project. Award of this project prior to 30 Sep 98 is an absolute must. As a valued customer, we continue to expect improved service from the COE in keeping our projects within budget and on schedule. Design costs seem to be on the increase, especially designs performed in-house by the COE. Recommend cost comparisons be provided for in-house versus A-E design efforts. We have observed improvements in efforts to satisfy changing Air Force requirements and standards as they apply to timeliness and cost control.	Cost Design Overall satisfaction	Plus/Minus
Corps of Engineers principally provides services to tenants on our Base in conformance to Base Standards. Therefore many items on the survey are not applicable. Item 17 - Our Base has been seeking a lease on 10.4 acres at another Station since approximately June 1995. Other agencies have been involved in this process as well as the Corps, and probably have contributed to the delay as well. However the Base does not consider this a satisfactory situation.	Real estate services Timeliness	Minus
It would be nice if we were involved from the beginning.	Partnering	Minus
Planning and design support provided by this District is good. The majority of problems occur after contract award, during construction, especially as we all learn more about the design/build process. We all (Base/Area/District) need to cooperate to improve the process and increase the quality and timeliness of the completed projects.	Design Partnering	Plus/Minus
Significant changes over the past year - in a positive direction. Still room for improvement as project managers cling to the need for bureaucratic formalities that slow processes. But service and performance have vastly improved in the last 10 months. Please continue to focus on partnering, communicating and working together - that's what's making the process better!!	Flexibility Overall satisfaction	Plus/Minus
Project management has done an excellent job at coordinating our concerns and resolving issues. During construction the field offices could improve in the area of keeping us informed on issues and modification/funding status.	Communication Project management	Plus/Minus
We received outstanding support from you on our facility program during FY 1998. The areas needing attention would be in the area of cost control on A-E services and quality control on in-house design.	Design Overall satisfaction Quality control	Plus/Minus
One individual is a top notch professional and I would give her the highest rating for her involvement in my project designs. In my 20 years in uniform, I would place her in the top % of all professionals I've worked with. Unsurpassed integrity, ability and personality.	Personnel	Plus
POC at this District office frequently does not return phone calls when we are attempting to determine status of action. Some requests are not acted on in a timely manner, resulting in late completions of actions.	Responsiveness	Minus

RESPONDENTS' COMMENTS: OTHER AIR FORCE

Comments	Key Words	Rating
I've based this on my personal knowledge and what I've heard from AF installation engineers. I've seen definite improvement in communication over the last year.	Communication	Plus
I'm probably one of your biggest fans and supporters. You have done a terrific job on one project! I look forward to successfully closing this out in the next 5 months. I appreciate all your cooperation and support.	Overall satisfaction	Plus
Turn over of facilities was lagging but you have made progress in speeding up the process. The Corps is making giant steps toward becoming more attentive to customer needs.	Overall satisfaction	Plus
18-24 months entirely too long to reach decision on Domestic Water Tap Tie In vs well water . Kudos to three individuals signal good support of the AF at the Project Office.	Personnel Timeliness	Plus/Minus
This rating is driven by one Project. We have had some highs and lows in this project and we have discussed them with Corps personnel. We believe the project is headed in the right direction and the results will be very satisfactory. We are very happy with the progress of another project.	Overall satisfaction	Plus
Although still early in the construction phase of the program, have received excellent support from COE. Important team member in overseeing facility design review process and working with prime contractor. Keep up the good work!	Overall satisfaction	Plus
Overall, we are very happy with the quality of work and the quality of the staff. One suggestion - when the prime contractor subs out work to another contractor, it would be helpful to provide the client with a copy of the contract statement of work and a copy of the schedule. Thanks. These surveys are a great idea.	Overall satisfaction	Plus
After our initial Dec 97 meeting at the District to attempt to control project costs, we made several recommendations to the Corps that were subsequently ignored. For example, we suggested the use of the design/build process to improve project value and streamline execution timeliness. We suggested this process again during our Mar 98 meeting and it was readily apparent no effort was made to explore this option. We also suggested the use of simplified acquisition to execute the smaller construction projects (JOC, TOC, etc.). No effort was made in this area either. After providing all appropriated planning and design funds, the Corps immediately responded with a request for additional funds. When we asked for a detailed breakout of these costs, we received nothing for 4 months except a three-row table identifying the Corps' bill and the A-E bill. This delay in providing adequate justification for excessive Corps costs significantly jeopardized the project completion schedule. In our opinion, an inordinate amount of site investigation was done in an area this district should have ample information on file. In addition, we feel some conservative assumptions could have been made for minimal cost to avoid the expense of a detailed survey.	Cost Responsiveness	Minus
Need to include better documentation of backup data, such as how costs were developed and how units are prioritized for renovation/replacement. Would like O&M and MIP projects identified in all contracts to allow for better advanced planning for these programs. Changes to format, such as no longer identifying program years for projects, is an improvement. This makes it easier for the MAJCOM to manage programs. One individual has done a good job responding to user requests during development of our contracts.	Personnel Project documentation	Plus/Minus

RESPONDENTS' COMMENTS: DEPARTMENT OF DEFENSE

Comments	Key Words	Rating
Phenomenal service and responsiveness during the past year. I see the two scores marked #4 raising to #5s with the stabilization occurring in the PPM Navy Branch. The District/base partnering session was a resounding success and demonstrated the District's commitment to improving not only FIP execution but also the various relationships between team players. The local District office is "second to none." Their customer oriented service and patience in dealing with very tough Navy customers is not only commendable, but represents a corporate model in customer relationships. On the one side, another individual has done it all for us. There has never been the desire or need to go higher than his level for any proactive actions from the District. In short, the District (albeit an Army entity) has been a phenomenal asset for us during not only the past year but the past three years. Bravo on a job exceptionally well done!!!	Overall satisfaction Project management	Plus
Suggestion for new markets for the COE in the 21st century. Facility maintenance - with a core of technical talent you could develop and provide customers facility maintenance through contractors. You have all the components to exploit this market - engineering, contracting, property, etc.	Suggestion	Neutral
Great support from the local Corps staff. Can't say the same for your HQ elements in DC. Very frustrating.	Overall satisfaction	Plus/Minus
Section 1: We are a tenant organization and are not a contract client. However, as a prime user, we have been intimately involved in all projects that concern us, thanks in large part to the efforts of the local COE office. We are continually pleased with the level of professionalism and caring by the COE engineering staff and their ability to put together difficult projects within the varied context of host nation, Host Installation and User requirements. Section 2: Since we have the in-house capabilities for these functions, we have not requested COE assistance for local projects.	Overall satisfaction	Plus
My project was just a simple survey, but negotiating what to do and when and how between state and Federal government reps took a long time. Your original Army Corps rep retired and another took over smoothly. Both were helpful and responsive.	Staffing Timeliness	Plus/Minus
The local District has exceeded our expectations. We are grateful that your services are available to us.	Overall satisfaction	Plus
Past project managers were uncooperative and argumentative. Current project manager is very good. A-Es need to do more site investigations during pre-PCP visits.	Communication Project management	Plus/Minus
I feel that this Distirct continues to do a fine job administering an admittedly complex construction vehicle. As a consequence of hard work by our staff and the Area Office, all Preliminary Criteria Packages were finished on time this year and both organizations should be congratulated. I continue to have concerns about the design process. The buildings that are provided by the host nation are at about the 90-95% level in meeting our expectations. We desire to build smarter, more energy efficient, more functional buildings and the process of getting from here to there is painfully slow. The design process, which is resistant to change, is the chief obstacle. I ask for your assistance in improving this process. In particular, the Area Office can make better use of the Technical Working Group to work through more design issues. Additional Comments Many fine individuals work for this District. We are pleased with the PM, Design Branches and Construction Branches overall. Your staff is professional, technically competent and always eager to help. Much of our problems stem from host nation inertia - unwillingness to change the way it has always been done. Recommend more interaction between construction, design and project management to improve this process. We have a continuing problem with division of responsibility for design effort. Our position is that we are required to provide the functional requirements for a new building and any information that supports those requirements (service criteria or some unusual requirement, equipment size, electrical characteristics, number of personnel, working hours, etc.). The District designers and DFAB are then responsible to design a building that satisfies the functional requirements and meets applicable life safety codes, building codes, etc. We presently do what	Design Project management	Plus/Minus

RESPONDENTS' COMMENTS: DEPARTMENT OF DEFENSE

Comments	Key Words	Rating
<p>amounts to technical reviews in all disciplines in order to make certain that basic requirements have been incorporated. For the PCP, we provide preliminary designs (site layout, draft floor plan, utility connections) before the A-E starts on the PCP. The A-E often makes few alterations to our draft floor plan. The A-Es architectural expertise for laying out buildings, which they are paid to do, is negated in this process. We also provide catalog cuts for equipment and are then tasked with laying out utilities and ensuring that all the equipment utility ratings match. Would like to better define the responsibilities for design between this District and our office.</p> <p>As host-nation funded construction agent here, we expect this District to be our advocate with DFAB, yet we often feel we are on the wrong end of discussions. We are too often placed in the position of justifying our requirements repeatedly with no effective backup from District staff. Area Office staff needs to be more involved in getting issues cleared through the TWG. We would like to see the Area Office TWG revitalized and more communication between Local Office and Area Office on issues of concern to us.</p> <p>Preliminary Criteria Package preparation started late this year. The Corps, A-Es, users and us had to work long hours to meet the scheduled completion dates. Recommend starting process earlier this year and adding additional project managers for the Field Office.</p> <p>We have concerns about the timeliness of the Corps. Recommend your PMs consult with our Project Managers prior to negotiations with the A-Es to insure no changes have occurred since the completion of the PCPs.</p> <p>Overall construction support has been outstanding from the Field Office. All the construction reps go out of their way to resolve the customer's concerns during construction, and after construction for warranty concerns.</p> <p>Appreciated all the support on asbestos problems and lead paint. Good QA helped uncover various problems.</p> <p>Partnering Sessions are strongly recommended prior to start of design. Participants should be Corps of Engineers PM, Camp planner, Camp PM, using agency/customer. Minimum topics should include scheduling, responsibilities; coordinated assignments for information. Initial partnering meeting should exclude A-E.</p> <p>DFAB comments on design reviews are often not provided before design meetings. The meetings are unnecessarily long due to having to read and discuss the comments. We are not given the opportunity to prepare additional justification prior to the meeting which might counter DFAB's reason for not agreeing to a comment.</p> <p>Would like to see DFAB and COE comments before design meetings are held.</p> <p>Cable TV has become an issue this year. We have coordinated this issue for all services out of necessity, but feel this should have been and should be coordinated by the Corps of Engineers. This will establish standards for future projects. We would like to see the progress made on a few projects pursued as standards for all projects so we don't have to go through the same justifications in the future. We have a continuing problem with design coordination. When projects are adjacent to one another and the designs are running concurrently, we would like the designers to coordinate utilities, roads, sidewalks, etc., as needed.</p>	(continued)	
<p>Response on warranty has not been good. Have difficulty even getting the required warranty inspections. See my engineer's comments below. I concur with his comments on the names mentioned, particularly one individual, first-class customer support from these folks.</p> <p>Engineer's comments: Most of responses we have received from this District who have dealt with us for the past year have been very good with the rate of 4+. And also other engineer folks at Design Br. Have been very helpful in many ways, e.g., providing us with free services on their expertises to our inquiries and questions which obviously go beyond their assigned businesses. However, the only problem we had was their long delayed response to our claim as warranty item of requirement contract - roof repair at one building. Although it turned out that their contractor will take care of some portion of the whole repair work, we had been already in estimating stage with a local contractor's quotation since we could no longer wait for their reply. The bldg remained for over four months with the big opening in the eaves and without the gutter, whose damages had been caused by the heavy snow in the middle of Jan 98.</p>	Overall satisfaction Warranty	Plus/Minus

RESPONDENTS' COMMENTS: DEPARTMENT OF DEFENSE

Comments	Key Words	Rating
<p>We appreciate the Project Management Support provide to us. One individual has provided us excellent customer service/project management and coordination with the host nation.</p> <p>Another individual of the Construction Division has been extremely helpful in coordination of our FIP project during the construction phases of the project.</p> <p>Suggestions to make the best usage of the Host Nation Construction Program would be the usage of standardized facilities details. Built-in equipment is a primary example of commonly used items within the FIP program that can reduce the costly USG furnished items. A directory of built-in equipment, photographs with finish schedules and typical dimensions would be extremely helpful to the users, who are not typically involved in the design process. Standard facility plates for typical rooms, conference rooms, private offices, training rooms, rest rooms, kitchenettes, etc., which would help the users to identify their facilities requirements in a "cut & paste" method for the preliminary conceptual layouts which will closely resemble the final layout. Retain the services of the CP A-Es during the design drawings being done by the host nation A-Es. The A-E can provide clarification of the project requirements, rough drawing support, etc. to improve the quality of the final product.</p> <p>Compilation of a District guide to the FIP. The guide can be technical advice to design and construction of GOJ FIP projects, of which the built-in equipment guide and standard facility plates can be part of the overall District guide to the FIP. The Distirt is the sole repository for the FIP throughout the host nation and has the most expertise in what the GOJ will provide. We at the activity level do not know what happens at the other US activities within the host nation, their successes and failures, and we tend to "reinvent the wheel", when we do not have to. If we can build upon other bases successes at our own installations, we can improve the FIP for all installations within the host nation. The District did provide a portfolio of facilities that have been built, but the drawings are hard to read, as some of them have been extremely reduced. It would also have been helpful to have the project documents to see how some of the projects were justified to the host nation.</p>	<p>Design Project management</p>	<p>Plus/Minus</p>
<p>The services provided to us by this District are those of FIP projects. Your commitments to quality assurance and to customer satisfaction are outstanding. Thank you for your diligent support!</p>	<p>Overall satisfaction</p>	<p>Plus</p>
<p>I struggled with how to respond to this survey with the multitude of issues in one project, however, this is my honest, candid appraisal. Overall I am dissatisfied with the services and would seek others than the COE to do this job in the future. There are too many people involved in the management of the project from beginning to end. COE people who were involved in the planning and design are no longer involved so the valuable corporate memory of the intent and commitments made there is gone. The responsibility for the many facets of the project are so badly fragmented among so many different people that even though they are all very highly skilled and motivated professionals, no person who is involved in the daily administration of the project knows enough about it globally to effectively and efficiently manage it. Project meetings have over 20 high paid COE professionals sitting around the table many of whom have traveled from from a distance. Cost of these meetings exceeds \$6000 in salaries, per diem, etc. Quality control and detailed review of designs and drawings needs to dramatically improve. My own staff generated 3X or more the comments on the plans for this project at both the DD and CD phases of anyone reviewing them. Poor final coordination and review of the bid documents/construction schedule have created havoc in this project. Just yesterday (3 June) this was all reinforced to me in a meeting between my staff (PM and my HVAC person), the COE and contractor. Issues we commented on back at CD review last Sept/Oct about the controls and HVAC are still unresolved. In a continuing effort to cut costs we had advised the COE to remove all the DDC control points on the room motion sensor lighting controls. Still today that has not been done and contractor was planning on installing them. The project was supposed to be a 100% DDC HVAC system and still today the plans are unclear on pneumatic controls in one building- yet the air compressor for the pneumatic controls is clearly shown on some drawings as being removed.</p>	<p>Overall satisfaction Project management</p>	<p>Minus</p>

RESPONDENTS' COMMENTS: DEPARTMENT OF DEFENSE

Comments	Key Words	Rating
The District is to be highly commended for a superlative effort in executing this year's facilities improvement program for our Naval Complex and satellite installations. The dedication, hard work and attention to detail demonstrated by the District team at both the local and regional levels has resulted in superior coordination with the host nation. Timely execution of FIP construction and unsurpassed quality of new facilities and infrastructure. Through even the most challenging of issues, the District has continuously upheld the highest level of professionalism and expertise. Congratulations on an excellent performance this year. Your support has been tremendous.	Overall satisfaction	Plus
Appreciate the great support your staff has provided us in managing our dynamic and complex Navy FIP. While our survey comments are limited to the FIP as a specific program, I am confident that this District could perform just as well in other facility areas if called upon to assist the Navy. As usual, two individuals have been very helpful in ensuring the PP-Navy team is fully staffed with competent and conscientious people. Having to deal with approximately 46% of the District's current FIP workload, it is extremely important to keep the PP-N team intact; or even better, to add or designate a full-time PPM who lives and works near the base (specifically), as suggested in last year's survey. Navy FIP projects are getting more difficult to implement because of the working conditions at Navy bases such as land constraints, population pressures and tempo of operations that severely restrict construction mobility and scheduling; something that no other service can relate to at this time. Our expectations of District performance are getting higher, as we continue to grow, and continue to initiate critical projects required to satisfy that growth. In that respect, if a full time PPM living near this base (any other Navy base) is not possible, recommend all engineering design review personnel conduct their review of FIP designs on site to (1) gain a better appreciation for the complexity of our projects, (2) see first hand what the CP A-Es and host nation designers are doing to design projects into constrained sites, (3) make sensible changes based on USG standards vice host nation's as referenced in last year's survey (after all these are USG bases), and most importantly, (4) partner directly with the customers (e-mail and faxes are not the answers). Your Resident Office personnel at all Navy bases continue to do a commendable job of construction surveillance, under less than ideal conditions; and I am sure they too would appreciate more hands on review of engineering designs that might mitigate problems during construction.	Overall satisfaction	Plus/Minus
The Army Corps of Engineers does an outstanding job supporting all our needs! Thanks for the great work done by an outstanding and dedicated staff.	Overall satisfaction	Plus
District/base design and construction is a model for DOD. The following comments are provided to improve District service, not only for us but for all customers: One PM per customer. Stop use of answering machines for telephones. Recommend a team leader/team concept to answer phone calls and take action. Recognize customer regulations, directives, policies and programming requirements. Adjust Corps of Engineers policies and procedures to support customer requirements to meet customer program goals and requirements.	Overall satisfaction Responsiveness	Plus/Minus
I am very pleased with the US Army Engineer District service although I just work the District for one year.	Overall satisfaction	Plus
JOC contract under development by this District may be useful to us on some school projects. Have experienced delays in awards of radon testing and diagnostic testing contracts during 2nd/3rd quarter. Hopefully this will not prevent use of EOY FY98 funds for radon mitigation if available. Would be interested in using an asbestos abatement requirements contract for small jobs if available.	JOC Timeliness	Minus
My experience with this District was like my last transatlantic flight. I arrived at the airport to find that my coach ticket had been upgraded to First Class. The team that was assigned to this project made me feel that I was travelling first class. They took the time to understand the requirements. They established realistic schedules and held to them.	Overall satisfaction	Plus

RESPONDENTS' COMMENTS: DEPARTMENT OF DEFENSE

Comments	Key Words	Rating
The Corps' performance has been very responsive and outstanding. I have enjoyed working with the Integrated Project Team (IPT) over the last 18 months.	Overall satisfaction	Plus
Support from this District for our projects has improved over the past several years. They are an important and valued member of our team. It is a pleasure working with USACE compared to some of the other USG organizations we work with. Please keep up the good work.	Overall satisfaction	Plus
Your track record here working with our local counterpart is not stellar in their eyes. I have some open issues as a result. Your organization seems even today to have an "attitude problem." By this I mean that you are insensitive to the customer and condescending. I noticed this attitude still in evidence when you briefed me on the HQ building issue. I'm encouraged that you are taking a fresh look. While at another base, I thought you had too much overhead in your office there (1992-94).	Partnering	Minus
We are looking forward to using new Requirements Contract. Outstanding support from the District field office. Two individuals are outstanding managers. They both flex and have met all our last-minute requirements. Your support continues to improve. We are looking forward to ambitious FIP projects for FY 98. The District on-site inspectors are overworked. They need additional staffing and clerical help. Request to provide us with minutes of monthly Line Item Review conference. Important and pressing problems to be solved often come out of what we discussed. We should record the minutes and use it to inform the persons concerned.	Communication Overall satisfaction Staffing	Plus/Minus
Corps has performed well for us. Team members are cooperative and customer service oriented.	Overall satisfaction	Plus
Well pleased with entire interface with COE. BOA contract concept working very well. Extremely important to us as we downsize to complete in our A-76 effort. COE is doing a great job. One of the three best decisions I made during my 30 year career was to go to Corps in lieu of staying with NAVFAC.	Overall satisfaction	Plus
I am extremely happy with the service we receive.	Overall satisfaction	Plus
Request more effective coordination between Mech, Arch, Elec and Civil disciplines during design stage. Consider A-E experience to suit required FIP project for selection of A-E contractor.	Design	Minus
Great support and communication between school-age care program and other child care programs and facilities. We would love to have some counseling support in the schools. The children often receive services outside of school but many students could benefit from the additional support during school.	Overall satisfaction	Plus
We need to overcome some negative perceptions that our Washington Office has of the Army Engineers ability to get the job done, at reasonable cost and quality work.		Neutral
Over the past year, the only services provided to us by this District were in support of transfer of 802 housing. Although we are not yet responsible for 802, District support has been excellent. This District answers our concerns promptly and keeps us informed, even though we do not yet pay S&A for this contract. I should note, however, that the reason we have no ongoing projects is our disappointment with designs on previous projects. Through FY94, FY95 and FY96, we found (or rather, contractors found) poorly scoped designs, resulting in unplanned and unnecessary costs. Otherwise, this District has given professional, quality service.	Design Overall satisfaction	Plus/Minus

RESPONDENTS' COMMENTS: OTHER (Non-DOD)

Comments	Key Words	Rating
I have had but two occasions to use COE services: (1) market survey for determination of quarters rental rates; and (2) renovation of the Central Heat Plant. In both instances, work was not completed on time and our own extensive management man hours were required to secure acceptable project completion. What is desired in return for the S&A fee is: manage it, get it done and turn it over. If that doesn't happen, then I'm wasting money on S&A.	Overall satisfaction	Minus
The transmittal memo to this survey talked of the new Program and Project Management Business Process embraced by the Corps and how it will revolutionized your effectiveness. Good vision - but it has not filtered down to lower and mid management levels. They are more interested in sequential planning and execution rather than concurrent execution (when feasible). All programs are under pressure to reduce cost and schedule. We need your help to think outside of the box to reduce costs using innovative methods allowed by the FAR and Acquisition reform. Can't be business as usual. I am trying to make these changes now on my specific program. Progress is slow.	Overall satisfaction Project management	Minus
<p>My experience with this District has been in support of one project. To date I have been dissatisfied with this District's execution of the contract. Many of the comments I will provide below have been openly discussed by me with representatives from this District. Since the majority of my dissatisfaction has been since the award of the design/construct contract I will limit my comments to this period (since September 1996).</p> <p>The design phase of the contract was envisioned to be approximately 6 months in duration. Since this District was unwilling to include requirements for local government norms and standards into the initial solicitation package I agreed with their proposal of a contract modification following award (September 1996). The contract modification was not signed until February 1997, therefore the 6 month design schedule was extended. A joint 50% design review meeting was planned, however this District did not convene the review but rather allowed the contractor to meet with local government representatives. Comments from the local government/contractor meeting were resolved via correspondence and took several months to resolve. This District allowed the contractor to submit a revised 50% design package in late August and to date no one can explain why this intermediate package (the original schedule required a 50% and 100% submittal) was agreed to. The final design review slipped from July 1997 to November 1997. However, due to the many comments from the 100% design review, which I attribute to the lack of a formal 50% design review meeting, the revised 100% design package was not approved by the USG until February 1998.</p> <p>During the design process numerous design changes were proposed by the local government and USG. During discussions with this office, District personnel stated the costs were minimal and thus this office approved the changes. Recently this office was informed that the cost for construction of the design changes was approximately \$1.9 million and we were shocked. This office has made the conclusion that this District does not perform a cost estimate on the proposed changes prior to discussing the impact with the customer.</p> <p>Following the award of the local government norms and standards contract modification, this District did not pursue a program schedule from the contractor. In fact, to date, we still do not have a program schedule. The contractor has made several submissions of a proposed schedule but this District has not provided feedback on these. Based on my observations since October 1997, I do not believe this District has sufficient expertise available to analyze the schedule (Primavera software). Additionally, during meetings since October, the contractor has commented on several occasions they have submitted draft schedules to this District and have not received any feedback. Only when Headquarters, ACE directed the Division to become more actively involved in the program did the schedule discussions between the USG and the contractor become more substantive.</p> <p>The contract was written with a clause requiring the USG to provide the contractor a "clean building" for asbestos and hazardous materials. This District initiated a contract to conduct asbestos monitoring and the report was</p>	Cost Program management Responsiveness	Plus/Minus

RESPONDENTS' COMMENTS: OTHER (Non-DOD)

Comments	Key Words	Rating
<p>provided in May 1997. Several times between October and November 1997, the contractor asked for a "certification from the USG the building was clean" but nothing was provided by this District. In February 1998 the contractor stopped work in the facility pending receipt of the "certification" and at this point the District safety office determined the asbestos testing conducted to support the May 1997 report was not sufficient. A second set of asbestos tests was just completed and the ACE is currently preparing a statement of work to perform asbestos abatement, thus causing an added delay to the program (total delay estimated between 6 and 12 months). It is my assessment that the original asbestos testing requirements were never coordinated with the safety office, the contract not staffed by the safety office and the May 1997 report not provided the safety office for their review. The sampling contract cost (approximately \$25,000) is relatively insignificant in relation to the overall project cost, however the added delays and cost (government and contractor labor) which we are currently experiencing due to a "construction stop work" action are becoming significant. The hazardous material assessment after the requirement was placed in the contract. Again, I do not believe the inclusion of this requirement in the SOW was coordinated internally at this District, or, if it was, implementation was completely ignored until the contractor refused to go into the building.</p> <p>I believe the majority of the delays, and more importantly, cost growth, could have been avoided with proactive management at this District. Due to the delays caused by the government, the contractor has stated they will be submitting claims to this District. Additionally USG costs have also increased. For example, the original labor cost for in-house District labor was approximately \$1.0 million for the project and I have recently received an estimate for an additional in-house labor requirement for \$2.5 million to complete the project. As a result of all cost increases, the project has exceeded the budget and this office will be required to request additional funds from OSD (and hence Congress).</p> <p>Communications between this District and this office have been acceptable. However, in many cases, I feel like the "squeaky wheel getting greased". During my many visits to this District since October 1997, I have received many commitments for actions to be completed, but most have not been accomplished in a timely manner. It is my belief that most actions, although agreed to by this District, were not acted upon until I questioned their status. In many cases the actions were not completed until I questioned their status several/many times. Examples of this are resolution of the asbestos issue (this District agreed to provide a letter forwarding the initial test report to the contractor in October 1997) and the schedule.</p> <p>I believe one of the biggest problems at this District is the lack of adequately trained program managers. Although the PMs may have had the required training, they do not seem to transfer the knowledge from the academic environment to day-to-day activities. It is my impression that the District PM did not conduct periodic meetings with his technical personnel, was unable to assess the contractor's NAS submittal, and did not follow up on his agreed to action items. It is also my impression that the PMs do not have periodic, weekly or bi-weekly meetings with their project teams to update all personnel or resolve ongoing issues. Finally, this District has a separate IPT room, however, it is my assessment that the PMs that worked on this project are unfamiliar with how "teaming" can assist them in their day-to-day activities. I realize the construction environment is different from the weapons systems development environment I am familiar with, however the PM is still responsible for cost, schedule and performance. These concepts are consistent within all of the PM training available and have not been very implemented for the project. On a positive note, this District reassessed the project 2 months ago and assigned a full time project manager. District management has improved, however, there are still may problems which must be resolved before I am willing to give a higher assessment.</p>	(continued)	
Excellent legal review of one of our project/Field Office, but, expensive. Price went up twice. Need tighter initial estimates and cost control.	Cost Overall satisfaction	Plus/Minus

RESPONDENTS' COMMENTS: OTHER (Non-DOD)

Comments	Key Words	Rating
Need to improve coordination of visitors. Construction reports are not particularly helpful Reports take a long time to be delivered.	Communication Timeliness	Minus
My only complaint is the management organization. We issued an IAG to one District for remedial action at a site. I have to deal with the project management team in this first District, administrative personnel in another District and construction personnel at a third. This is burdensome to me and I would prefer only one organization, which would also cut cost.	Cost Project management	Minus
We deal with 4 COE organizations. 1: Good responsive support. Currently they appear slow to respond because of heavy workload. 2: Good, competent support. 3: Mixed support. Less than satisfactory in design quality, response to customer and construction completion. Field engineers are responsive by most measures. District designers and managers appear less than competent to deal with customer performance. Need to improve customer interface and flexibility. 4: Okay - need to improve funds status reporting.	Overall satisfaction	Plus/Minus
Suggest revising the current TM/PM system of project management. The division of duties between a "technical manager" and "project manager" is ill defined and inconsistent among managers and projects. I would recommend a single project manager with overall responsibility. The current system is cumbersome and has too many layers and separate areas of responsibility.	Project management	Minus
My office works in concert with the COE. I have found each Corps member responsive to needs and professional in every regard. No problems which can't be worked out.	Overall satisfaction	Plus
Customer service provided to us has been exceptional. There are two individuals that exhibit commitment to customer service at the Headquarters. The first individual stands ready to assist whenever called to provide assistance. The second individual has been contacted at the last minute to provide required documents in a short period of time. His products are always delivered on-time with a smile. At the district level a third individual continues to exhibit commitment to customer service with competence and integrity.	Overall satisfaction Personnel	Plus
Projects have been slow to come to be begun or completed. I'm not sure if this is the fault of the Corps or of funding.	Timeliness	Minus
We feel that the Army Corps of Engineers supports us well. Although costs seem very high here, when a job is done, it is done right. Once we receive our money, the Army Corps of Engineers usually plans and executes the projects. Thanks to two individuals.	Cost Overall satisfaction	Plus/Minus
The TMC has provided exceptional service!	Overall satisfaction	Plus
Keep the CE personnel local. It's great to have them here!	Staffing	Plus
The TMC contract has been working extremely well for these schools. Work needing repair is identified and the TM team is here to repair it promptly. We had a pipe break in February and the TM team was here in minutes to repair it. I am very pleased with this concept.	Overall satisfaction	Plus
One project was finished ahead of schedule and in very good order. Coordination throughout the project was very good. The TMC has been great. 100% more satisfaction than any so-called work by DPW. Problem now seems to be that a very good service is being tampered with by higher ups..	Overall satisfaction	Plus/Minus
The ratings and comments are a compilation from the Assistant Principal, Supply Tech. And Principal who have been assigned to this School approx. 30, 10, and 4 months, respectively. Local services no longer exist to compensate for the fact that TMC is not in place and functioning. The LAN project appears to have been very poorly conceived, designed and executed. There are continuing time consuming problems that have a negative impact on the educational program. Therefore this survey may not appropriately reflect services provided earlier.	Overall satisfaction	Minus

RESPONDENTS' COMMENTS: OTHER (Non-DOD)

Comments	Key Words	Rating
Overall services provided are excellent. I am encouraged to see continued focus and improvements in reducing cost and time required to complete the work.	Overall satisfaction	Plus
I am very happy with TMC services. They get the job done.	Overall satisfaction	Plus
I have been dealing with this District routinely for just over a year. They have taught a new guy a lot about FRMIS and facility management. Of specific note are the following: individual one - the only one I lean on routinely and who always provides outstanding support; individual two - although one of the newest members at this District, she is always willing to go the extra mile; individual three - in a word superlative. Consistently and aggressively tackling those issues most important to us; individual four - another of the team consistently supportive. Not to forget individual five - she has moved on, but she was a huge help in acquainting a new guy with the ins and outs of facility management. It is truly a pleasure to work with such an outstanding organization.	Overall satisfaction Personnel	Plus
This District has not conducted a line item review at our level. We would like to conduct a LIR every six months on all major MILCON.	Communication	Minus
We need to get the monthly project status reports sooner. We need them at the beginning of the month. You conduct line-item-reviews with Headquarters, but not with our Engineer. Need to put us on your schedule.	Communication	Minus
The District staff assigned to our project has been a joy to work with. They have exhibited a high level of technical skills and problem solving ability. All have worked hard to make the project a success. Their team spirit, professionalism and commitment to excellence have been greatly appreciated.	Overall satisfaction	Plus
Suggest including desired turnaround times on submittal documents.	Suggestion	Neutral
Our experience with five Districts have for the most part been positive. The District Engineers and staffs are concerned with our projects and work hard to give us the best "bricks for the buck". Our experience and relations with a sixth District is a different story. There seems to be a decided lack of customer focus. Design and construction of projects at one base have suffered significant problems. These might have been avoided had the customer's concerns and interests been higher priority with this District. We believe this is an area where you might want to devote some special attention.	Overall satisfaction	Plus/Minus
Overall this has been a very good year. Landscaping issues are still an area we need to work on, to improve with, at the end of a project.	End-user satisfaction Overall satisfaction	Plus/Minus
My interaction with the Corps this past year has been minimal so I am unable to meaningfully complete the questionnaire. My infrequent coordination with staff has been professional and constructive.	Overall satisfaction	Plus
The first element of my command philosophy is "always tell the truth." In responding to your Fiscal Year 1998 Customer Survey, I owe it to this command and to the Corps of Engineers to abide by my own philosophy. We are making steady progress as we struggle to settle into our new operation and living environment. Unfortunately, we are not getting the support we need and the progress we are making is all too often on the backs of our people. With regret I must report to you that support from the Corps of Engineers has been deficient in many ways and has detracted from our mission effectiveness and the quality of life for our people. To reinforce the qualitative evaluations on the questionnaire, I provide the following additional recommendations, comment and observations. a. Establish period (quarterly?) meetings to discuss all Corps of Engineers involvement within this command from Program Mgt to Housing/Real Estate requirements. b. Gather senior leader requirements early, then meet stated performance standards - make and keep commitments. c. Stop hiding behind federal regulations to excuse bureaucratic foot-dragging - the Corps; inability to talk to its customers in a positive, encouraging manner versus "You can't do it because. . ." is a key weakness of the organization. d. Find or train people who write and speak plain English. Technical jargon and "bureaucratese" are an insult to	Environment Overall satisfaction Project management Real estate	Minus

RESPONDENTS' COMMENTS: OTHER (Non-DOD)

Comments	Key Words	Rating
<p>the reader and serve only to generate hostility towards the Corps of Engineers.</p> <p>e. Develop an accessible file of model environmental documents. It is ludicrous to "reinvent the wheel" every time a customer must prepare a simple Environmental Assessment. The Corps ought to proactively offer a successful sample to help people. Instead, they are swamped with unfamiliar procedures and bureaucracy.</p> <p>f. The Corps' response on land leasing, real estate, and housing has been less than impressive.</p> <p>g. The Corps is suffering from a serious loss of credibility within this command. If you are committed to repairing your image, it will take dedicated effort.</p> <p>If you are interested in discussing any of these issues in greater detail, I would be pleased to meet with you and members of your staff. The best location for such a meeting would be at our Headquarters. I believe that first hand exposure to our requirements and the challenges we face in meeting them would be beneficial and productive.</p>	(continued)	
I was very glad that the decision to replace one individual was rescinded. That would not have been a good idea so late in this project.	Staffing	Plus
<p>High quality job.</p> <p>Dedicated personnel.</p> <p>Great group of people to work with.</p>	Overall satisfaction Personnel	Plus
We appreciate the detailees (Corps employees) that have been provided to the Superfund program this past year.	Overall satisfaction	Plus
USACE is very expensive to use - overhead costs should be cut significantly.	Cost	Minus
<p>Overall, I have been very pleased with the COE's support to the Superfund Program. The COE maintains a high level of responsiveness and customer service.</p> <p>The rating for No. 9 serves as a reminder that communications with the customer, particularly monthly project reporting, are critical to the success of our partnership. Continued focus on this is essential.</p> <p>I do not have sufficient day-to-day oversight of COE-managed projects to comment accurately on Items 12-30. Our Regional offices would be in the best position to respond to these.</p>	Communication Overall satisfaction	Plus/Minus
<p>One District has provided excellent work on a project. Has also been responsive to Congressional inquiries.</p> <p>Another District has been less flexible .</p>	Overall satisfaction	Plus/Minus
<p>Design solution of repairs to one system insufficient. Modifications needed to eliminate potential damage to system. Implementation took too long.</p> <p>From this Headquarters perspective, recommend working together more closely by inviting representatives of each others organizations to respective conferences.</p>	Design Timeliness	Minus
<p>What you most appreciate:</p> <p>Two individuals have been great to work with, keep them with our projects.</p> <p>What we most need to improve:</p> <p>Need to shorten time it takes to get into the field and starting clean-up.</p> <p>Spend our funds on clean-up, not volumes of paper. Many projects should be off the shelf. Why so long and expensive to get paper work?</p>	Cost Personnel Timeliness	Plus/Minus
For being in that part of work only for a couple of months, it's difficult to answer the questions. Most of them will be after Phase II is over.		Neutral
At this time, we have had no JOC contracts performed for this fiscal year. Our building is scheduled to be painted this summer on JOC.	JOC	Neutral
Highly support this District's future involvement in our MILCON program.	Overall satisfaction	Plus
Now that we have a contact person here, the program is improving. I am confident that this program will work but we still have road blocks to remove.	Overall satisfaction	Plus/Minus

RESPONDENTS' COMMENTS: OTHER (Non-DOD)

Comments	Key Words	Rating
Project management services - inconsistent/changing management. Funds management - good turnaround for MIPRS. Erratic billing. A-E contracts - A-E quality good, but coordination poor. Engineering design quality - a number of badly prepared designs. Timely completion of construction - this got done but preparation took far too long.	Communication Design Timeliness	Plus/Minus
Overhead costs are reasonable and usually are less than other management entities such as another Division. An extremely important reason to use COE construction management services is their commitment to field level quality assurance on a regular continuous basis. This is my major reason for using COE instead of NAVFAC. Need to have more timely close-out info provided and need better reporting to user of modifications, etc. As a user, I have to track project progress and finances monthly. Timely information from COE has been spotty and makes my tracking job more difficult. Engineering services such as design and cost estimates have been marginal. Scheduled dates have not always been met. Need to get realistic schedules and then meet them.	Communication Quality assurance Timeliness	Plus/Minus
Continue the excellent work. I wish all our contracts and contractors were as good and professional as the Local Office was in responding to our needs.	Overall satisfaction	Plus
The project at one site was handled in a professional matter and completed on schedule and cost.	Overall satisfaction	Plus
Coordination between this District and another District was lacking in construction. Coordination between design and construction seems disjointed. Overall work has been good - just a very few points that need focus. Our newly established meeting with design and construction should resolve those issues. Scores reflect my polling of my engineers.	Communication Overall satisfaction	Plus/Minus
I have been trying to get a star note signed expressing the Program Manager's appreciation of this District's support to our program. Please forward our appreciation to all of your team members. We'd like to thank one individual for exceptional support to make our program a success.	Overall satisfaction	Plus
COE exceeded construction expectations! Through your efforts we have received Secretary Navy recognition. Problem areas are with 8a contractor's being over tasked with requirements causing delays. ACOE is working on this! Thanks for job well done.	8a contract Overall satisfaction Timeliness	Plus/Minus
Primarily due to the efforts of three individuals and others, this District has firmly established an excellent reputation on the our Program Team. All products and overall support have been of the highest professional quality, while maintaining the demanding schedules requested by our customer.	Overall satisfaction	Plus
The local Office has done a super job of supporting the Superfund clean-up at the Tech Center. Your staff is very customer oriented.	Overall satisfaction	Plus
Reference to one project and final payment recommendations - Corps seemed unwilling to be flexible with schedule and detail of documents. Otherwise, #4 and #8 were very good.	Flexibility	Plus/Minus
Two individuals have provided outstanding and professional service to me and my organization over the past year. We have completed a NEPA user's manual and will soon finish a real estate manual for personnel at the state and HQ level. These are two significant contributions that greatly assist us in working more effectively.	Environment Overall satisfaction Real estate	Plus
Quality of design products has not improved and in some cases has gotten worse. Timely cost estimates are a real problem. Cost growth during design is out of control. Designing to cost is an unknown concept. Project management appears overloaded - some actions take forever. Change orders during construction take forever. During May 98 we received a stack of change orders signed in Nov 97!!! We are finally getting some data from CEFMS showing how much money we have but RM and CM can't ever agree.	Design Funds management Project management Timeliness	Minus

RESPONDENTS' COMMENTS: OTHER (Non-DOD)

Comments	Key Words	Rating
Unique challenges met with unqualified success. One individual was a "hero" for many of our challenges - total professional. Thanks.	Overall satisfaction	Plus
Corps has evolved into an expensive public sector backer of private sector services. Corps needs to be cost and schedule focused.	Cost Timeliness	Minus
Support to this base and this MilGroup has been superb. One individual deserves special recognition for the excellent, conscientious work he does. This District is an absolutely first-class organization!	Overall satisfaction	Plus
Good work guys.	Overall satisfaction	Plus
COE support has steadily improved. Personnel are professional and helpful. The current projects are proceeding on schedule due mostly to work of COE.	Overall satisfaction	Plus
Keep up the great work!	Overall satisfaction	Plus
Would like to see our projects scheduled for award in May and June timeframe other than September 30th. Would like to have AutoCAD drawings of designs at each phase of the review process. One individual does an excellent job of project management with our projects.	Project management Timeliness	Plus/Minus
Served our School until October 15, 1997. Still services us in pest control. We now have a TMC contract.		Neutral
We conduct a large amount of is planning, construction, project management and land acquisition work with the Corps. As you are probably aware we partnered with one District to become our Architect-Engineer Resource Center (AERC) in the summer of 1997. We did that largely because of our dissatisfaction with the traditional "one size fits all" approach to business that we were using with the Corps. We are in the middle of the transition of all our business to the AERC. However, we have a substantial amount of work on-going under the old individual project arrangements with separate districts. I have not filled out your survey, because I would not be able to distinguish the service under the AERC concept and the old system. Therefore, I will provide the following comments. The AERC concept is working extremely well. We have a single point of contact, who is accountable to our requirements and responsive to our needs. I recommend that the AERC be used as a case study for dealing with customers. However, we continue to be frustrated by those projects proceeding under the old system. The service is inconsistent and non-responsive to our priorities. There is no accountability to the customer for missed deadlines or wasted effort. We have spent an inordinate amount of time doing the project management when multiple Corps functions were required, due to lack of project management. I recommend that one specific project be used as a case study for the lack of project management and accountability.	Overall satisfaction Project management+	Plus/Minus
Answers to Section I apply to the TMC (5's and 4's).	Overall satisfaction	Plus
My overall low rating can be attributed to the lack of time available to the Corps Eng to monitor our projects. If this had been a private firm, I would have fired them. There must be a caseload/projects limitation which should not be exceeded for effective management to take place. I felt that the engineer was so overloaded that we did not get the quality of services I expected to receive. In addition to TMC, you also attempted to manage a LAN project. The LAN projects was an example of your worst nightmare.	Project management Staffing	Minus
The service is very good.	Overall satisfaction	Plus
Overall the services are good. The support is excellent. We have a problem with projects being run in a timely manner. In a school, you need some things done yesterday, not tomorrow. It seems that it becomes more and more difficult to get projects done in a timely manner.	Overall satisfaction Timeliness	Plus/Minus
The support for the Total Maintenance Contracts from your office has been outstanding. Major problem with the contract support for one project.	Overall satisfaction	Plus/Minus
The Corps field manpower provided to administer and manage my JOC and TMC work is not commensurate with the prices charged by the Corps for these programs. These programs are not getting the QC and field management we need and are paying for.	Cost Project management	Minus

RESPONDENTS' COMMENTS: OTHER (Non-DOD)

Comments	Key Words	Rating
One individual has been outstanding in his support to the us His support was instrumental in the successful selection of the Load System Integration contract this year. Additionally, he supported each of our fact finding trips and provide valuable insight.	Overall satisfaction	Plus
I have been extremely satisfied with the people who have been assigned to work on the installation restoration program here. Specifically, the people who work in your District office. One individual has been very responsive to all our requirements. Another performed a soil investigation for one of our projects. In addition to the field work, the final report was of extremely high quality and, in my opinion, better than most reports prepared by contractors. I have also been extremely satisfied with the personnel in the field office. A third individual and his staff have responded to any request in a professional and prompt manner. He also participates as a member of our Technical Review Committee.	Overall satisfaction	Plus
Support on one project in the geotech and environmental areas has been adequate to date. One District's closure on the another project has been less than satisfactory. Although dedication was on 27 July 95, we will be fortunate to complete the project by 27 July 99, 4 years later.	Closeout Overall satisfaction	Plus/Minus
One project's support in the geotech and environmental areas has been adequate to date. This District's closure on another project has been less than satisfactory. Although dedication was on 27 July 95, we will be fortunate to complete the project by 27 July 99, 4 years later.	Close-out Overall satisfaction	Plus/Minus
We continue to receive monthly progress reports late for projects. I believe this will soon be the focus of an I.G. investigation. We also find it difficult to identify who was working on the job and what they were doing. Several checks showed wrong job charging and personnel visiting the job (trainees, co-ops?), charging after promises that they would not. The most serious issue is the need to get progress reports and invoicing together and to have them current, complete and accurate.	Funds management Timeliness	Minus
We are a new customer of the District for A-E and construction management support. To date, the Corps services have been competitive with other service providers that we utilize. We look forward to continued future relationships with this District.	Overall satisfaction	Plus
The IDTC we have runs smoothly. Delivery orders are issued promptly, although the process to get an A-E is too long. The recent partnering session will hopefully improve communications which have not met our expectations. We receive outstanding support from Real Estate and the Area Office.	Communications Real estate Timeliness	Plus/Minus
Something that would speed up the slow contract modification process would be to allow the program managers to have direct control of the budget. One individual is an extremely effective manager - it is a pleasure to work with someone with his professionalism and skill. Another individual is a superstar! She should be promoted immediately!	Personnel Timeliness	Plus/Minus
In general, I am very satisfied with the support provided by this District. You are my lowest cost provider of construction/design. Timely completion of construction is a concern. What we really need is notification of when a project is going to be late. We would also like to see financial close-out of project happen in a timely fashion. Old claims need to get settled - not sure who in this District is working these old contracts.	Close-out Communication Overall satisfaction Timeliness	Plus/Minus
Appreciate your efforts to ensure that we completed one project on time. Look for your continuing support in resolving all contract close-out requirements from past construction contracts. We need to focus on settling all our old claims during the next year. We look forward to maintaining our close relationship while you build the UPF next year.	Close-out	Plus/Minus
This has been a good year. Thanks for your support.	Overall satisfaction	Plus
Our PM is not dedicated to our project. He's a likeable fellow and when he can concentrate on us, does a god job. Problem is he's way too distracted. Also, our contract vehicle is in need of some streamlining!	Personnel	Plus/Minus

US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1998)

APPENDIX VII

ENGINEERING AND SUPPORT CENTER, HUNTSVILLE
1998 CUSTOMER SATISFACTION SURVEY SUMMARY RESULTS

Engineering and Support Center, Huntsville 1998 Customer Satisfaction Survey Summary Results

<u>Questions</u>	<u>HNC Average</u>	<u>USACE Average*</u>
Q1 (Seeks Rqmts) =	4.2	4.11
Q2 (Mgmt) =	4.1	3.92
Q3 (Tm Member) =	4.3	4.26
Q4 (Listens) =	4.1	3.94
Q5 (Timeliness) =	4.0	3.71
Q6 (Quality) =	4.3	3.95
Q7 (Cost) =	3.9	3.45
Q8 (Flexibility) =	4.2	4.02
Q9 (Informative) =	4.1	3.98
Q10 (Future Choice) =	4.1	3.89
Q11 (OVERALL) =	4.1	3.93
Q18 (Proj Mgmt) =	4.1	4.05
Q20 (Funds Mgmt) =	4.1	3.63
Q21 (AE Contracts) =	4.2	3.91
Q22 (EngDesQual) =	4.3	3.72

*Mean Score for Geographic Districts [Appendix V – Installation Respondents (All)]

In 1998, the U.S. Army Engineering and Support Center, Huntsville (HNC) mailed survey questionnaires to 280 customers; 139 (49.6%) customers responded. Of the 139 customer responses, 19 were from Corps customers and 120 were from non-Corps customers.

NOTES:

1. HQUSACE has traditionally not included HNC results with the geographic district data because:
 - HNC sends a different questionnaire to its customers,
 - part of its customers are internal to USACE organizations, and
 - its number of respondents is much larger than any geographic district.
2. HQUSACE does not publish scores by individual organizations. As an exception and at the request of COL Cunningham (HNC Commander), Appendix VII contains the average customer satisfaction survey scores by question for HNC's survey. These data are not included in other parts of this report.